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17/6

June 1994

INSCOM JOURNAL



■ INSCOM Salutes Our Army, Our Flag

■ Unit Feature: 902nd MI Group



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The *INSCOM Journal* (ISSN 0270-8906) is published monthly by the U.S. Army Intelligence and Security Command, Fort Belvoir, Va. Third class postage paid at Beltsville, Md. POSTMASTER: Send address changes to HQ USAINSCOM, ATTN: IAPAO, *INSCOM Journal*, 8825 Beulah Street, Fort Belvoir, VA 22060-5246.

The *INSCOM Journal* is the unofficial Command Information publication authorized under the provisions of AR 360-81. It is produced by photo-offset and serves the members of USAINSCOM and other members of the intelligence community. Circulation is 4,500 copies per issue. Unless otherwise stated, opinions expressed herein do not necessarily represent those of HQ USAINSCOM or Department of the Army. Further, unless stated, *INSCOM Journal* articles are not usually copyrighted and may be reprinted with proper credit given. Articles printed in the *INSCOM Journal* with the notation "used with permission" will not be reprinted in other publications unless permission is granted by the original source. Manuscripts and photos submitted for publication, or correspondence concerning the *INSCOM Journal*, should be mailed to HQ USAINSCOM, ATTN: IAPAO, *INSCOM Journal*, 8825 Beulah Street, Fort Belvoir, VA 22060-5246. Phone AC (703) 806-6325/5345 or DSN 656-5345.

INSCOM Journal

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Cover Photo: 703rd MI Brigade soldiers, members of the Joint Service Color Guard in Hawaii, render honors to the remains of U.S. servicemembers being returned from Southwest Asia. (Photo by Sgt. 1st Class Greg Yoakam)

Retreat Doesn't Mean Fleeing the Scene

By Master Sgt. Joan E. Fischer



Our flag has been idealized and used as a symbol for many years. It has been the subject of many songs — “Stars and Stripes Forever” and “The Star Spangled Banner,” to name just two. It has graced the front nameplate of the newspaper that followed our soldiers into battle and still keeps those of us stationed on foreign soil informed. The lifting of Old Glory was immortalized on Iwo Jima and cast into bronze. It even has its own day — June 14.

I remember many evenings as I came up the ranks memorizing the history and meaning of the flag for the various soldier of the day, month and quarter competitions, and company and battalion promotion boards that abound early in one's career.

So what is it about the flag that can make grown men and women run for cover each day?

If you don't know what I mean, visit any military post around closing time. Try not to get swept off your feet when the 10-minute warning sounds. You'll see people of all ranks and sizes ducking inside. Others will be peeping around corners, peering out windows or consulting their watches to see if they can make it to their cars and out the gate before “Retreat” sounds.

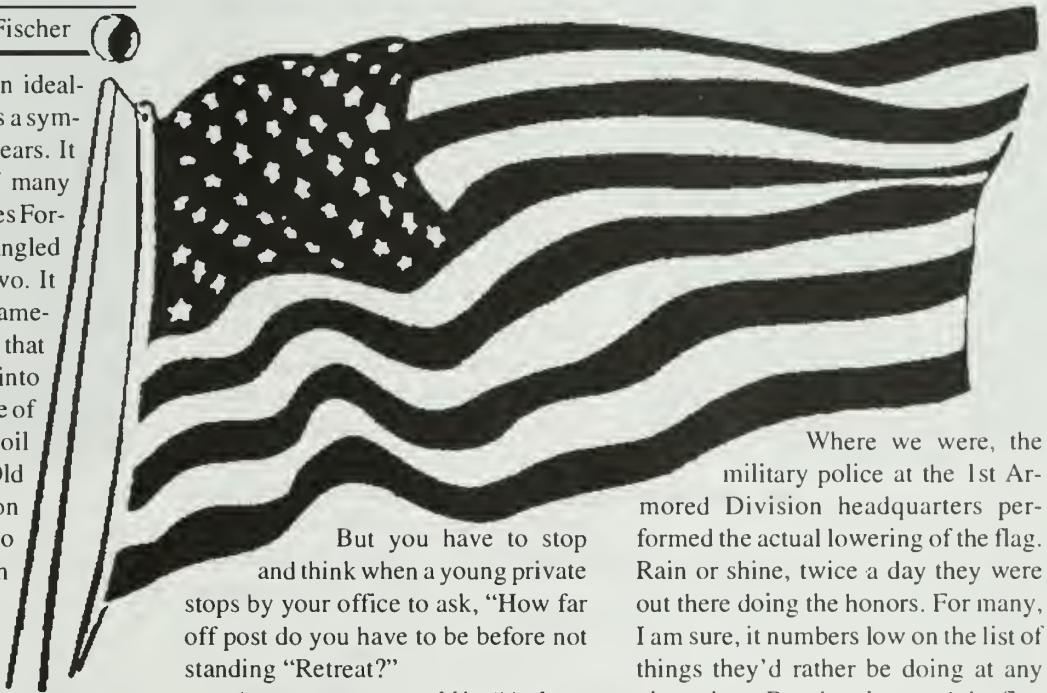
Now, I've gotten used to standing “Retreat” over the years. For me, coming to attention, following my ears around to the source and doing the honors have become second nature.

But you have to stop and think when a young private stops by your office to ask, “How far off post do you have to be before not standing “Retreat?”

A snap answer would be “As long as you're within reasonable earshot.” I got to talking with her, to find out what brought up the question. Seems she was walking home to the quarters area in our small German village when “Retreat” sounded. She continued doing what she had seen many others do since she had been in Europe — walk.

A noncommissioned officer stopped her and asked, “What's the matter; don't you honor your flag any more?” As she said to me, “I did what he said, but ... everyone else does it.”

As we tell our children, just because everyone else does it, doesn't make it right. The private and I started talking about this incident and about people ducking inside to avoid the “Retreat” ceremony. It is roughly three minutes long and comprised of two bugle calls — “To the Colors” and “Retreat.” It also symbolizes the end of the duty day.



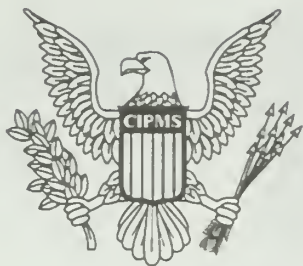
Where we were, the military police at the 1st Armored Division headquarters performed the actual lowering of the flag. Rain or shine, twice a day they were out there doing the honors. For many, I am sure, it numbers low on the list of things they'd rather be doing at any given time. But they lowered the flag with pride.

I've never been tempted to cut and run or twiddle my thumbs while waiting for our flag to be lowered. I have a little spirit on each shoulder pushing me out the door. Another one stands behind me. The spirit on the right whispers a simple “Do what's right.”

This spirit was an NCO in the Army many years before the current buzz words, “Be, Know, Do,” or the leadership traits and principles became popular learning tools. My father's “Do what's right” is known today as integrity. He saw the tail end of World War II, lived in two occupied countries and went from Japan through the first six months of the Korean War.

I can remember my father, years later in retirement removing his hat, hand over heart and standing for the flag. He did not consider it a bother, but, rather, a duty and honor.

see RETREAT, page 13



CIPMS:

Alternate Personnel System Evolves

Richard H. Christensen

In 1986, the Army took on a civilian modernization project as a result of a Department of the Army inspector general report. The report confirmed that the civilian personnel management system was too complex, with major problems in the way the Army led and cared for the civilian members of the force.

That same year, Congress included, within the Intelligence Authorization Act, authority for the Department of Defense to establish an alternative Excepted Service Personnel System for the intelligence community within the Army, Navy and Air Force. As a result, the Civilian Intelligence Personnel Management System was implemented in 1990, becoming a component of the Army's overall modernization project.

The Intelligence Personnel Management Office has served as the Army's focal point for the invention, implementation and continuing evolution of CIPMS. The IPMO works with the Office of the Secretary of Defense, the Air Force and the Navy, as well as the intelligence community throughout the Army. Supervised by the INSCOM directorate of the Chief of Staff for Personnel, the IPMO is under the con-

trol of the DA assistant deputy chief of staff for intelligence and deputy chief of staff for personnel. Accountability to the DA DCSINT and the DA DCSPER is reflective of the partnership between the intelligence and personnel communities which forms the foundation of this unique personnel system.

Army leadership's goals for CIPMS include greater comparability with the rest of the intelligence community; a simplified administrative

system; a greater role and accountability for management in a new partnership with civilian personnel; broader scope in management of compensation; and protection of employee rights.

Improved grade comparability within the intelligence community has been achieved by development and implementation of CIPMS classification standards for many types of work. However, full coverage of all

series is not yet a reality. Classification coverage of all series is anticipated within about a year. The upcoming establishment of programs for CIPMS positions above the GS-15 level marks a significant change. These programs include the senior intelligence executive service, created for executives, and the senior intelligence professional program, designed for



technical experts and scientists. These programs will fulfill a promise of a true dual-track career development system. They will also allow the Army to blend its military and civilian leadership as the defense intelligence community reconfigures and responds to many new challenges.

CIPMS policies support the Army's Managing Civilians to Budget Program and the delegation of position classification authority to line managers. They have increased authority to make position adjustments. However, these efforts, along with a number of CIPMS recruitment compensation authorities and career development efforts, have been undercut in recent years by fiscal restrictions related to downsizing.

CIPMS protects employee rights throughout the employment life cycle. A personnel interchange agreement with the Office of Personnel Management permits free movement of our employees between CIPMS and the competitive service. Continued attention to our program from all levels of management will ensure continuance

see CIPMS, page 6

A Letter of Appreciation to Our NCO Support Channel

Command Sgt. Maj. Art Johnson

I would like to express my appreciation to the support soldiers of this command. Without your day-to-day efforts, it would be very difficult for us to accomplish our mission.

We sometimes do not take the time to say thanks to those who ensure that our records and pay are kept straight, our vehicles up and ready to roll, and our communications are operating. Other soldiers ensure that aircraft and all associated equipment are operational, our medical needs are taken care of and operational facilities are secure.

Thanks to all of you who work in the background taking care of our soldiers, their families and the myriad of equipment in this command.

As we continue to reshape our command in an effort to provide the best operational support possible, our noncommissioned officer support channel must remain intact and visible. It is a very important part of our leadership structure. It parallels and complements the chain of command. When functioning properly and used correctly, it adds a great dimension to

the overall leadership structure. When the support channel breaks down and becomes dysfunctional, the unit suffers.

I want our NCOs to remain focused on the mission, as well as training, and to take care of our soldiers and their families.

Keep your soldiers informed with facts, not rumors. Take care of their problems. Don't allow issues to fester to the point that they become out of control.

For the NCO support channel to be effective, soldiers must use it. Soldiers who do not utilize their chains of command or NCO support channels only delay the problem-solving process. The unit leadership is there to take care of the soldier. Give them a chance to solve any issue you have.

It's no secret that the NCO is at the grass roots of the day-to-day operations of this command. They are the link between the commissioned officers and the soldiers. Noncommissioned officers provide the continuity that commanders have come to rely on when directing our unit.



The noncommissioned officer is the key to the success of any unit's mission. Our Army leadership understands this, and that is why our noncommissioned officer education system continues to receive the support necessary to train and educate for today and the future. You must do what you are trained and paid to do — accept the responsibility that goes with your rank and position, and do your very best.

SILENT WARRIORS! 



U.S. Savings Bonds Payroll Savings Plan

An Easy, Safe and Profitable Investment Opportunity

During the month of June you will be contacted
by a Savings Bond canvasser.
Ask about the benefits!

Five INSCOM Staff Members Best in RM

The Acting Assistant Secretary of the Army (Financial Management) has spotlighted five INSCOM Resource Management staffers as "Best of the Best" in the RM community.

The inaugural Resource Management Annual Awards Program recognized Col. G. Jay Martindell, INSCOM DCSRM, Joanne Talbert, Mary Sharpe-Whittington, Cpt. Gerald Smalls, all of command headquarters, and Patricia Griffin, of the U.S. Army Foreign Counterintelligence Activity. The awards highlight those in the RM community who demonstrate outstanding performance throughout the fiscal year.

Martindell received the ASA (FM) Award for devising an automated financial database system that dramatically improved the command's success rate in competing for scarce Army-wide mission dollar resources. By interconnecting his system with those of the Department of Army and other agencies — while gathering all INSCOM headquarters RM personnel into a single organization — Martindell significantly increased both the quality and timeliness of critical resource information needed and used by the command's key decision makers.

Talbert received the Functional Chief Representative Award for devising a comprehensive and technologically advanced computer-assisted system to organize, plan, track and monitor professional education and training needed and acquired by INSCOM's civilian and military resource management staff. She made notably effective use of a well-designed questionnaire to record training taken, to pinpoint training needed and to schedule follow-ups on individual training enrollments.

Sharpe-Whittington received the Civilian Career Occupational Award. The projects she completed normally

require senior analyst effort. She proved adept at handling Microsoft Excel data manipulation software in designing a simple, efficient and accurate portrayal of all subordinate units' authorizations. Her resourcefulness freed her seniors to pursue analysis and coordination of document changes.

Patricia Griffin, FCA, saved \$900,000 in the activity's fiscal year 1993 air travel expenses by exploiting discount fare offerings and recycling frequent flyer mileage entitlements. She designed and implemented a first-of-its-kind discount fare SOP.

Gerald Smalls received the Military Occupational Series Award for his demonstrated leadership, motivation and common sense approach as chief of the headquarters budget branch. He formulated, executed and accounted for the headquarters' approximately \$100 million annual budget, and established and maintained an automated system that provided him with accurate data and quick response.

Each winner will receive a plaque presented by his or her respective MACOM deputy chief of staff for resource management. The plaques for the special award categories received by Martindell and Talbert are to be presented by the Assistant Secretary of the Army (Financial Management) and the Comptroller of the Army in a Pentagon ceremony.

(Ellen Camner)

Bane Earns Commander's Plaque Through Sea Duty

Sgt. James M. Bane, assigned to Company B of the 297th MI Battalion, 513th MI Brigade, has been awarded the INSCOM Commander's Plaque for Operational Achievement. He was cited for his significant contribution to the command's operational effec-



Sgt. James M. Bane

tiveness by serving as an imagery analyst aboard the USS Abraham Lincoln and the USS America in support of Operation Southern Watch and Operation Continue Hope in Somalia from August 1993 to November 1993.

"Sgt. Bane's contributions have significantly contributed to the overall success of his unit and are deserving of such prestigious recognition," says Col. Robert W. Noonan Jr., 513th commander.

Lt. Col. David J. Pyle, commander of the 297th, says that James Bane's "outstanding performance ... made an immeasurable contribution to the success of the supported command. He literally painted a picture of the battlefield."

To summarize Bane's achievements, he was deployed on Aug. 30, 1993, aboard the Abraham Lincoln and was assigned to the Operations Intelligence Division. He was directly responsible for the accurate photographic interpretation and dissemination of many missions in support of Operations Southern Watch and Operation Continue Hope. In early November 1993, Bane was in Mogadishu, Somalia, working for the Joint Task Force J2. Later that month he was assigned to the America, where he

performed photographic interpretation and dissemination of numerous missions which enabled Bane to brief friendly forces and assist in preparing intelligence for various operations.

Bane also prepared informative reconnaissance and intelligence reports, annotated select prints for each mission, briefed senior officers on mission results and titled film to be forwarded to the Defense Intelligence Agency.

Rear Adm. J. J. Dantone, commander, Carrier Group Three, praised Bane for his superior performance. "He meticulously reviewed thousands of feet of film ... His diligent efforts inspired all who observed him and contributed significantly to the successful accomplishment of the ship's mission."

And from Vice Adm. D. J. Katz, commander, U.S. Naval Forces Central Command: "Your special expertise and commitment to quality were

absolutely critical ... You were the driving force in the effort to field train carrier-based Navy photo interpreters in the intricacies of ground order-of-battle analysis. Your outstanding contributions received accolades from the flag, air wing, and ships company staffs on both carriers as well as from multinational forces ashore."

(Ellen Camner)

Six INSCOM Members Graduate from AMSC

The Army Management Staff College, Fort Belvoir, Va., graduated six INSCOM staff members in April at Humphreys Hall.

They are Stephen Knapp, Diane Olsen, Debra Pigg, all from INSCOM headquarters at Fort Belvoir; Elaine Porter and Steve Proctor, both from Intelligence and Analysis Center, Washington D.C.; and James Stenson,

from the Studies and Analysis Activity, Falls Church, Va.

The 14-week class is intense and demanding in developing leadership and staff officer skills essential to senior managers.

INSCOM has had remarkable success in getting people into this program, according to Tom Wickman, INSCOM's civilian training officer.

"For example, for the class coming up, we just received notification of selections for the AMSC May-August 1994 class," he says. "We have 12 people from INSCOM who have been selected to attend. That represents 8 percent of the total class of about 185. That's six to seven times our proportional share. It reflects the fact that our commanders and staff heads are nominating qualified people and the command's commitment to train civilians," Wickman said.

"The class was very challenging, but I would recommend the course for

people who want to get an overall view of what the Army does. There's a lot of reading and hard work, but I think it makes you well-rounded," said Diane Olsen. "Once you get back to your office and start working, that's when you realize the benefits from AMSC and how important it is. The course heightens your awareness and broadens your understanding of the Army as a whole. People need to know that it is hard work, but it really pays in the end."

(Ellen Camner)

Soldiers Reenlist at the Women's War Memorial

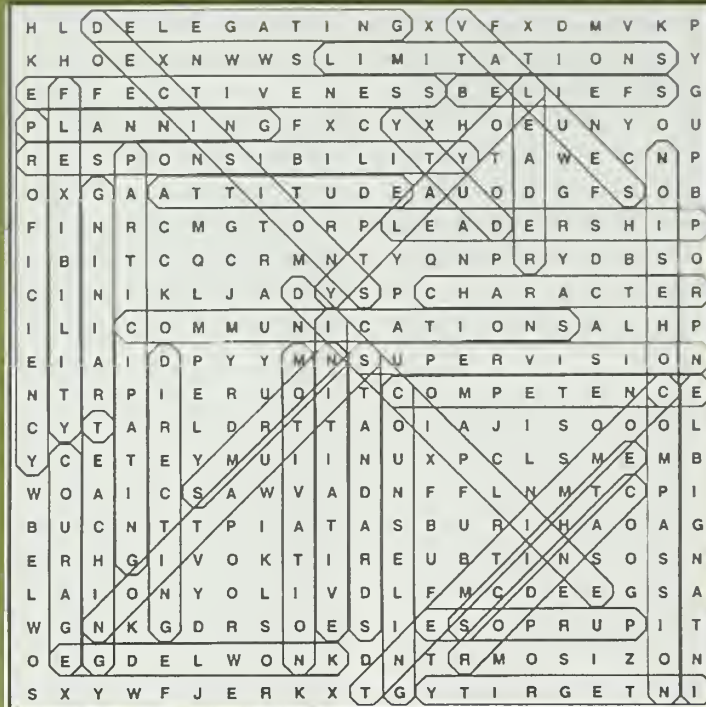
Staff Sgt. Linda Peterkin and Sgt. Jennifer Buck from the U.S. Army Field Support Center, Fort George G. Meade, Md., reenlisted March 16 in front of "The Women in Military Service for America Memorial" in Washington D.C. The two soldiers selected the site in recognition of Women's History Month and to highlight the importance of the female soldier within the U.S. Army. Both soldiers are assigned to the U.S. Army Attache Management Division within the Field Support Center.

Photo by Sgt. 1st Class William Hammonds



Puzzle Solution

Leadership



The way civilian personnel offices provide their services will change significantly in the future. The Defense Department can no longer afford an operating civilian personnel office at every post, camp or station. Regionalized personnel offices will provide servicing to all organizations. Our challenge will be to assure that personnel teams receive sufficient, effective CIPMS training, and that intelligence managers retain full access to comprehensive personnel management advice on CIPMS issues.

Another major change comes about as the Army redefines the role of the civilian. Operations Desert Shield and Desert Storm have made it clear that to support the warfighter, civilians will be needed more than ever, either at the "front" or in close support from a safe haven in the United States. This is the corps of civilians who, in the future, will be asked to be more mobile, reactive and versatile. The intelligence community's long-term parallel experiences with the Military Intelligence Civilian Excepted Career Program provide important precedents for forging new policies effecting the corps of civilians.

An even more significant change will be the streamlining and automation of how jobs are described and classified and how people are assigned and compensated. The Office of the Secretary of Defense has recently encouraged CIPMS to continue as a "re-invention laboratory" in these areas. Options are now being discussed and evaluated that could lead, in several years, to systems improvements that will even more closely meet the goals first established for CIPMS in the '80s — and continue to keep CIPMS as a pioneer in the field of civilian personnel management.

The challenges continue. 

Mr. Christensen is the acting director, Intelligence Personnel Management Office, Fort Belvoir, Va.

CIPMS, from page 2

of that agreement, and protect the CIPMS merit system reputation with OPM. Recent equal employment opportunity statistics confirm the progress being made to increase the participation of minorities and women in intelligence occupations, but more remains to be done in the areas of recruitment outreach and career development.

The recent extended period of downsizing in the federal government has made it clear that reduction-in-force policies and procedures must be overhauled to save money, reduce employee turbulence and maintain organizational effectiveness. A number of radical alternatives have been discussed.

OSD is also looking at the Army's career development program, including Army civilian education training and development plans, as a model for the department. The Defense Intelligence Agency has even recently borrowed many aspects of Army intelligence's career management policies when redesigning their own system.

The forces that gave birth to the Army's original modernization project and CIPMS still exist. The end of the Cold War and global competition have increased, not lessened, the need for modernization and innovation. The Army will soon reach a new manpower-to-budget equilibrium and return to recruiting in a labor market that may well meet predictions of increasingly stiff competition. Alternative personnel management systems like CIPMS have also gained in number as well as in stature.

The federal government has reached a consensus that further changes are required. Recently, Vice President Al Gore's national performance review challenged the executive branch to renew efforts to improve systems, programs and services, including personnel management. We are being challenged to design more streamlined organizations, lowering the proportion of administrative and support positions. We are being asked to further simplify, automate and deregulate. CIPMS will continue its philosophy of evolution.



Army, Old Glory Celebrate Birthdays

By Ellen Camner

We celebrate on June 14 each year, two very special events in American history—the birth of our Army and the birth of our flag. Old Glory, the senior citizen of our symbols of freedom and democracy, has been flying high for 217 years ...

and the Army, defender of everything the flag stands for, this year marks its 219 years. With age has come confidence, strength and ability. The years have not taken away our vitality but have only added to it. A heritage of victory has resulted.

And, at each step along the way, our flag was present. America's soldiers have never wavered in their defense of the Stars and Stripes. The real story of our Army is just that—the courage, sacrifice and dedication of our soldiers in defending our flag and the principles for which it stands. For 219 years, the Army has successfully defended the nation, and it has, at the same time, helped Americans achieve a better life.

There is a strong link between the Army and the American people. Part of that link is based on the concept of citizen soldiers. We are not an Army of mercenaries. We are an Army of our own citizens ... citizens who voluntarily choose to defend the nation.

We mark milestones in our history to reflect on the sacrifices and accomplishments of our Army

and those who have served in it ... to honor the flag that represents both our nation and the ideals for which we fight.

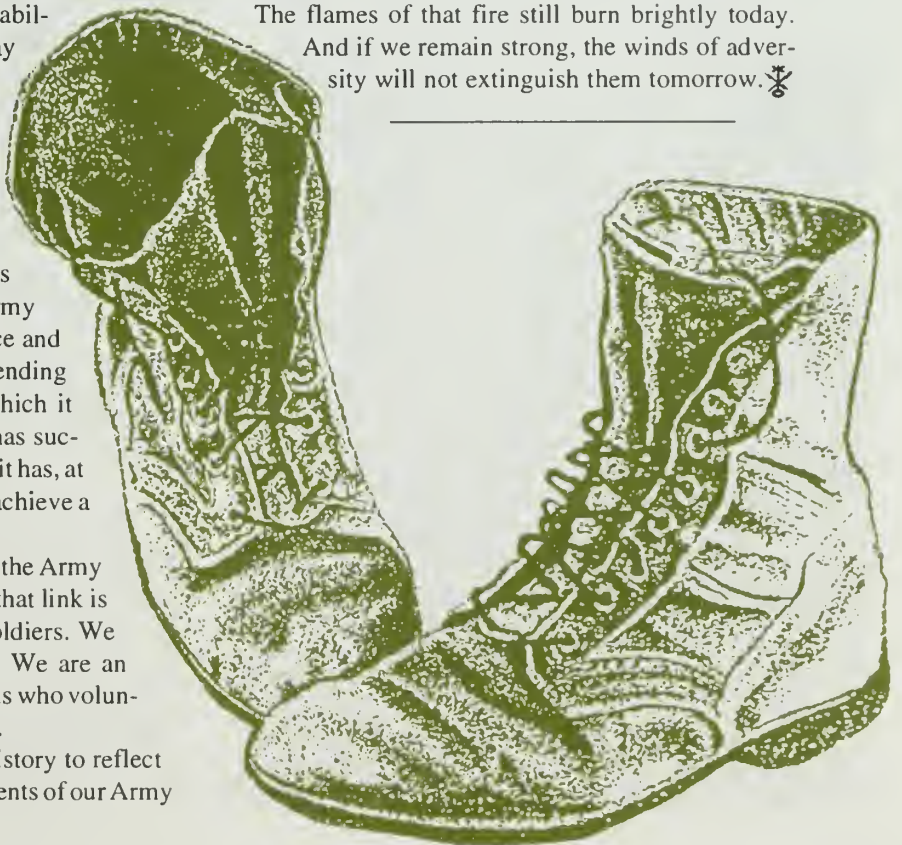
The flag is the embodiment of our country. It's the cold, starving soldiers at Valley Forge. It's Lincoln at Gettysburg, hoping to bind the nation's wounds. It's the unknown soldier resting peacefully in Arlington National Cemetery because he did not die in vain.

The beauty and invulnerability of our flag still exist today. They exist because Americans are still willing to serve their nation in the Army and other services. They exist because our citizens are still firm in their commitments to our Constitution. They exist because people like you still love your country.

As we salute both the flag and the Army, let us remember how much they mean to this nation. They truly have been the fuel for the fire of our freedom.

The flames of that fire still burn brightly today.

And if we remain strong, the winds of adversity will not extinguish them tomorrow. ✕



INSCOM Soldiers & Civilians Respond to 'If You Were Our Flag, What Would You Say to the American People?'

Coordinated and compiled by Ellen Camner

Capt. Frank "Red Tiger" Miller

Nothing in the world takes the place of persistence for freedom. Real leadership begins and is maintained with respect for all Americans, every minute of the day.

Deborah J. Davis

Don't ever burn me, because I stand for justice, peace, love and happiness for all American people.



Gilda L. Brown

Be proud of who you are. Don't let anyone tell you that you cannot accomplish your dreams.



Staff Sgt. Julius R. Baker

*If you knew now what they knew then
(Those present at my birth).*

*If you could see their blood and tears
(The substance of my worth).*

*If you could see the fight they fought
to ensure that I'd go on.*

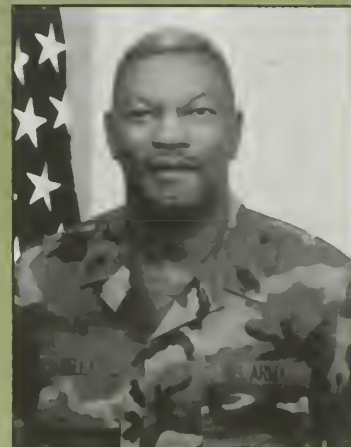
*If you could feel the hope they had
that "Old Glory" would be flown.*

*You would not burn your father's flesh
or curse your mother's face.*

*Somewhere from above a patriot cries,
when you put me to disgrace.*

Sgt. Maj. Robert A. Kelly

I represent the best and worst of each of you, regardless of ethnicity, religious belief, or socioeconomic status — and thus, the best nation in the world. Despite its current problems, it is a nation where you are free to be whatever your dreams and talents will allow you to be. I say to you: HAVE PRIDE IN ME, AS I AM PROUD OF YOU!



Spc. Melissa L. Sollars

When you look at me, remember all the men and women who fought and died to make this country a better place. Remember them the next time you see the homeless on the streets, or pass judgment on others. Do what you can to stop poverty, prejudice and violence so that those who fought and died did not do so in vain.

Robert J. Bills

I am proud to be the American flag. I have flown in many parades, battles and protests. Some have used me to suppress freedom, while others have burned me for freedom. I would rather be the burning flames of freedom than waving high above others in their suppression.

Sue Ann Schaus

I came from a long line of ever-changing flags. My heritage is deeply rooted in freedom. Please take a moment each day in remembrance of what I stand for. Take pride because I am the symbol that represents you and a country living under freedom.

T. Gardner Sr.

Do I truly stand for freedom, justice and equality or am I just a piece of material with stars and bars some hide behind?



Peggy B. Baptiste

Keep the pride.

Ivory Roberts

There was a time when you would pledge your allegiance to me on a daily basis. Well, if not each day, it was certainly more frequently than you do now! But even when you were dutiful and pledged your allegiance to me daily, I still wondered if you really listened to or even understood the words that you were saying. You see, when your pledge your allegiance, this is what your heart should be feeling:

I — Citizen of a wonderful country.

PLEDGE — Promise to be a responsible American.

ALLEGIANCE — Love, dedication, loyalty and devotion to me and what I represent for all Americans, regardless of color or creed.

TO THE FLAG — I am your symbol of freedom and justice. Wherever I am, or am waved, I should loud and clear, "Freedom and Justice!" Yes, freedom and justice for you and all peoples of the world.

OF THE UNITED — United. One voice that speaks up for everyone, for that which is right.

STATES OF AMERICA — Fifty individual communities that have united into 50 great states with pride and dignity and purpose, all divided into imaginery boundaries, yet united for a common purpose: love for God, country and our democratic way of life.

AND TO THE REPUBLIC — Republic ... A state in which sovereign power is invested in representatives chosen by the people, and it is from the people to the leaders that the direction must flow.

FOR WHICH IT STANDS,

ONE NATION UNDER GOD — God loves you and requires you to love others as you are loved. God sees you and all the citizens of this nation as equal.



INDIVISIBLE — I fly over a Nation that will not be divided.

WITH LIBERTY — You have the freedom to live your own life as you please as long as you don't infringe upon the freedom of your fellow citizens. You have the freedom to stand up for your rights and those of your fellow Americans without threats or fear of retaliation.

AND JUSTICE — You have the responsibility to treat all people fairly and ensure that your fellow Americans treat all people fairly, regardless of race, creed or color.

FOR ALL — For all ... boys and girls, ladies and gentlemen.

Electronic Maintenance Career Field Keeps Pace With a Changing Army

By Master Sgt. Thomas J. Katrinak

The career management field 33, electronic warfare intercept systems maintenance, did not exist before 1965. What did exist were four separate military occupational specialties that worked to satisfy the electronic maintenance needs of the Army intelligence community.

These career fields were the general intercept equipment repairman (286.1) and the terminal intercept equipment repairman (286.6), which feed into a capper MOS, the intercept equipment repair supervisor (286.6).

The fourth MOS, the microbarographic equipment repairman (292.1), tracked separately and did not equate to any job the military intelligence field has today.

In 1965, these MOSs underwent a designator change, and the 33 CMF was born; 286.1 became 33B, 286.2

became 33C, 2B6.6 became 33D, and 292.1 became 33E. Also in 1965, a transfer of training responsibility for the electronic warfare equipment repairman (26K/283.1) to the United States Army Security Agency Training Center and School located at Fort Devens, Mass., took place.

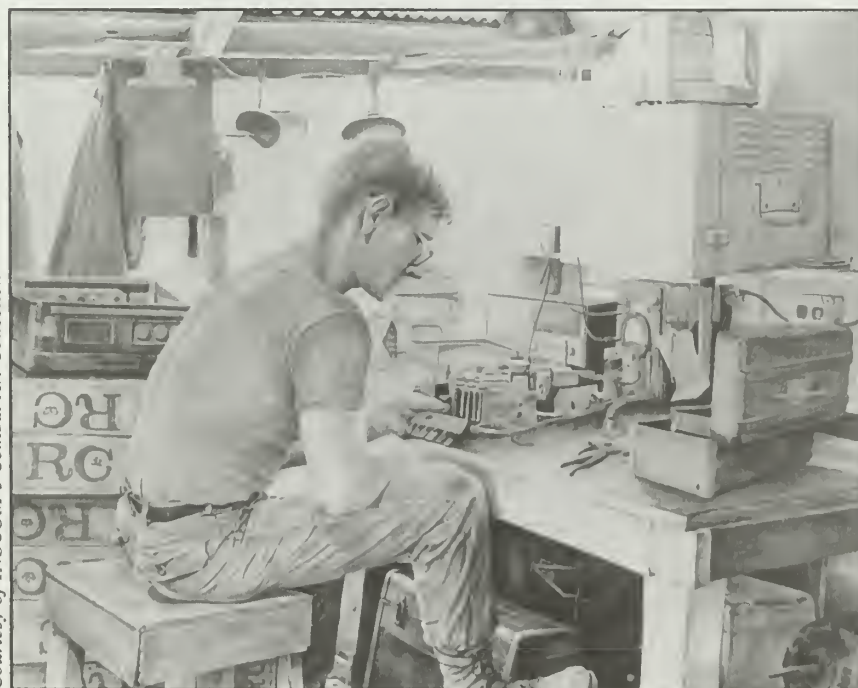
The 26K MOS was absorbed into CMF 33 in 1967, thus introducing electronic warfare into the training and management of 33s. This, however, was only one piece of a major revision to the CMF that year. At that time, the career field was divided into seven MOSs. Four specialties were assigned the functional groupings of EW/intercept systems equipment: receivers (33C), recorders (33D), demultiplexers (33F), and electronic counter measures/direction finding (33G). These four MOSs were fed by the general intercept equipment repairman (33B), and in turn fed the

senior-level MOS, 33Z, the EW/intercept equipment supervisor. The last MOS, 33E, microbarograph equipment repairer, continued to track separately from others in the CMF.

From 1969 through 1975, CMF 33 remained unchanged with the exception of the 33B and 33E. In 1969, the 102-33B course ceased as an MOS-producing course and became, instead, a prerequisite for the journeyman level 33 series MOS courses. The 33B and 33E MOSs were deleted from the CMF in 1970 and the 102-F33B course was redesignated 102-F10 basic electronic maintenance course. This course became the prerequisite for entry into any CMF 33 MOS-producing courses.

A number of problems surfaced during the early '70s, not the least of which was the inability of the Army to adequately fill intelligence units with the proper MOS (33C, 33D, 33F, or 33G). Frequently, the CMF 33 soldiers were called upon to work outside of their designated specialty. In order to address these problems, a team was established in 1975 at USASATC&S to seek out solutions. This team went to work, and the result was the single MOS repairman, EW/intercept systems repairer (33S). Equipment was taken from the four functional groupings of EW/intercept equipment, and either integrated into entry-level training; placed in functional or annex courses, some of which granted additional skill identifiers (ASIs); or deleted altogether from training.

The problem was solved. ... Or was it? The 33S was the best-trained electronic technician the Army had to offer. These soldiers were qualified to work on all types of equipment, both strategic and tactical. If they required additional training, they were sent



Courtesy of INSCOM's Combat Art Collection

through one of the functional courses. The Army had a "super tech," the 33S career field was looking good ... on the surface at least.

Underneath, however, a number of serious problems were bubbling. For example, training was long and expensive, and a valid and equitable skill qualification test on such a diversified MOS was virtually impossible to create.

The Department of the Army also experienced the same difficulties managing ASIs as it had with the four separate MOSs. In addition, the ensuing explosion in the electronics field had a tremendous impact on the SIGINT/electronic warfare equipment at both tactical and strategic sites. As a result of this explosion, the 33S became responsible for more than 2,500 diversified pieces of electronic equipment. The number of ASIs rapidly increased in direct proportion to new system fieldings. With these new and even more pervasive difficulties, training the 33S soldier to the needed level of proficiency was impossible.

Another problem was the retention rate of 33S personnel. The training the 33S soldiers received, together with the experience they obtained during their tour of duty, were very marketable in the civilian community. In early 1979, these concerns prompted U.S. Army Intelligence School Fort Devens to once again conduct an internal evaluation of CMF 33. As a result, the need for a comprehensive analysis of the CMF was identified.

In late 1979, Eagle Technology, Inc., of Arlington, Va., was awarded a contract to perform an occupational/job and task analysis. In October 1981, an in-process review board (composed of representatives from National Security Agency, USAISD, INSCOM, Forces Command, Research & Development Commands, U.S. Army Europe and others) evaluated the contractor's proposals to restructure CMF 33 along one of three models.

The selected model divided the CMF into five specialties plus a capter MOS (33Z). This model resulted in two of the MOSs supporting functional areas — tactical (33T) and avia-

tion (33R). Three additional MOSs supported strategic equipment based around different equipment types; command and control (33M), receiving system (33P), and processing storage equipment (33Q). This new CMF structure began on Sept. 1, 1984.

At the same time the CMF was being restructured, other actions were ongoing that would impact on the CMF's future. During the early '80s, the Army conducted a total review of electronic maintenance. As a result of this study, MOS 26E, aerial radar sensor repair, and MOS 26F, aerial photo sensor repair, were transferred from the signal corps to MI in 1985. These two MOSs were merged in 1987 to create MOS 33V, aerial sensor repair. This MOS tracked with MOS 33R and capped into 33R at the sergeant first class level.

Problems continued to plague the strategic MOSs with things such as low fill rates, retention problems, and intensive management issues. Part of this problem was driven by the low fill rates that averaged around 65 percent for the life of three strategic MOSs. A front-end analysis was conducted from 1987-1988 that resulted in recommendations to merge MOS 33M, 33P, and 33Q into a single strategic MOS 33Y — EW/intercept strategic systems repairer. This new MOS became effective on Oct. 1, 1991.

In the meantime, technology continued to march forward. The Mohawk airframe, which was originally fielded in the early '60s, was aging rapidly. Efforts had been ongoing for decades to develop an airframe that could be used at all echelons for reconnaissance and intelligence. The results were finally realized in the early '90s with the unmanned aerial vehicle. This would allow for the retirement of the Mohawk airframe from the inventory by 1996.

But what about MOS 33V? What was to become of these soldiers? On the basis of the intelligence/EW-common sensor planning, the decision was made to merge MOS 33V into MOS 33R. This action was accomplished in October 1993.

Other historical events have had major impacts on CMF 33. With the

end of the Cold War, over half of INSCOM's field stations closed. NSA developed a concept for regional SIGINT operation centers, which provided for remoting of collection efforts worldwide. Because of these events, the authorizations for MOS 33Y drastically declined.

Once again, the CMF is faced with a possible restructure to better enhance the upward advancements of its soldiers. Currently the U.S. Army Intelligence Center & Fort Huachuca, Ariz., is gearing up to conduct a front-end analysis of the CMF. Areas to review include future system development, authorization projections, force structure designs, I/EW sustainment and integration concepts, and other doctrinal issues.

Of course, the future needs of INSCOM, major Army commands and special users will have to be addressed in any study. Other issues in the future will include the possible consolidation of some CMF 33 soldiers into the ordnance corps consolidated electronic maintenance MOS. Although MI has managed to retain CMF 33, future technologies may dictate that the CMF has outlived its functionality and that a general purpose electronic technician may be in order. Answering these changes, CMF 33 will continue to evolve to provide the best support possible for the intelligence community. ✱

Master Sgt. Katrinak is with the INSCOM Proponency Office, Fort Belvoir, Va. The history of the career field to 1984 was taken from a paper prepared by retired Chief Warrant Officer Richard Bottis. History from 1984 to present was provided by Master Sgt. Craig Ring, Office of the Chief of Military Intelligence, Fort Huachuca, Ariz.

Multitalented Food Master Serves up Chess Title

By Sgt. 1st Class Kiki Bryant

Sgt. Greg Mundy took time out from his kitchen duties to fire up the competition in the annual 8th Army chess tournament in Yongsan, Korea, where he placed second. He attended the March tournament as a representative for Area III.

A food service specialist assigned to the 751st MI Battalion, 501st MI Brigade at Camp Humphreys, Korea, Mundy earned a place in the tournament after winning the local March tournament. His win marks the third time he has won a Camp Humphreys post-level tournament. He will be an alternate in the all-Army chess tournament slated for September at Fort Belvoir, Va.

Mundy said he was surprised he won the best of five game Camp Humphreys tournament because, out of 12 players, five individuals offered some pretty stiff competition.

"I go from place to place playing. You can find me downtown or at taxi stands, bugging the KATUSAs (Korean augmentee soldiers)."



Photo by Sgt. 1st Class Kiki Bryant

Sgt. Greg Mundy prepares the milkshake machine for the noon meal at the 501st MI Brigade's Flaming Dragon Dining Facility, Camp Humphreys, Korea.

"Actually, I thought the guy who took second place would beat me. He was good." Because Mundy won his first few games, Mundy said he didn't have to play the fifth game.

The 31-year-old Racine, Wis., native learned to play chess when he was 15 by watching his older brothers. He says he has been studying and playing seriously for only two years. He won his first tournament — the 1992 Winter Swiss Tournament — while assigned to Fort Eustis, Va.

When he's not competing, Mundy can be found at the recreation center giving lessons or trying to find someone to challenge. "I go from place to place playing. You can find me downtown or at taxi stands, bugging the KATUSAs (Korean augmentee soldiers)," he said.

In addition to chess, Mundy has earned a reputation around Camp Humphreys for his musical and lan-

guage skills. For the past 10 months, he has played the organ for the Zoeckler Station 1 o'clock gospel service. This skill he said he picked up from watching his older sister.

He has taken university classes in Korean language and writing since arriving in Korea 10 months ago. "I wanted to learn a language that used an alphabet different than ours," he said. This curiosity is prompting him to consider changing his military occupational specialty to linguist. "It's the only job that can make me give up cooking. I love to cook."

Mundy departed for Fort Hood, Texas, in May. ✕

Sgt. 1st Class Bryant is the PAO NCO for the 501st MI Brigade, Korea.

Ground Breaks for New Annex

By Ken Shifflett

Groundbreaking for a new annex to house staff and support elements of the National Ground Intelligence Center was held recently in Charlottesville, Va. The ceremony was attended by representatives of the Foreign Science and Technology Center, Intelligence Threat and Analysis Center, the U.S. Army Intelligence and Security Command Headquarters, and the Defense Intelligence Agency.

Col. James A. Bartlett, FSTC commander, officially broke the ground with a ceremonial gold shovel to begin the project.

Upon completion, the new annex will contain about 19,000 square



Photo by V. J. Fairbrother

Col. James A. Bartlett dons his hard hat and prepares to break ground for construction of the National Ground Intelligence Center annex as Floyd Artrip, property owner (left), and Ed Tate, facility project manager, look on.

feet of office space. Extensive communications, security, and environmental systems planning has been underway for one year to ensure that this facility, when completed, will

fully support the NGIC elements moving into it. ✕

Mr. Shifflett is the FSTC PAO.

RETREAT, from page 1

The spirit on my left shoulder isn't as well formed. It is my grandfather who was in the First World War. His Army history was lost through the years. All I have of him is his hat brass, worn by my father for 20 years before passing it to me.

The spirit that stands behind me died many years before I was born. His grave is in a United States Military Cemetery in France. My cousin, Ned, died a young man following his country's call to duty in a war on foreign soil, and his flag to the end.

Ned's memory lives on. The Veterans of Foreign Wars hall in our home area in Michigan bears his name. The flag that flies out front also has a story. It covered my father's coffin and was given to my mother following his fu-

neral. She held tightly to the flag for a couple of years, keeping it in her cedar chest with his uniforms and ribbons. Finally, she decided that it would be better off doing what a flag was meant to do — fly proudly and free. She gave her precious memory to those who would treat it well with the dignity and respect that it deserves.

The flag has come to mean many things to many people. For some it is a symbol of freedom and honor. For others it is a symbol to be torn, burned or spat on. It's worn on uniforms and has patched holes in jeans. I still find it hard to believe that it evokes a tendency to run on sight.

Look around you the next time Retreat sounds. Many of those scurrying after the 10-minute warning have their own military spirits whispering

to them. Many have worked hard to join the ranks of NCOs or officers. Others followed a flag into combat less than four years ago, and wear a patch to prove it.

Retreat takes three minutes of your day. That short period of time can be used to let the sounds of the bugle wash away a daily load of stress and pressure from your shoulders. It can be used for a minute's worth of reflection and putting life in perspective. It reaffirms your commitment to the military and to your country.

The next time you see a young soldier out there, setting the example and doing what's right — don't hesitate to join him or her. It makes all the difference in the world. ✕

Supporting the Warfighter: **The 902nd Focuses on Force Projection**

By Maj. Ed Grzybowski

When people think about the 902nd Military Intelligence Group, they think of their local resident office providing Operational Security and Subversion and Espionage Directed Against the Army classes and asking a lot of questions in support of background investigations.

Most folks would be surprised to learn that the 902nd is undergoing a dramatic shift in focus: an emphasis on tactical support to the warfighter. This new focus embraces the force projection concepts of Field Manual 100-5, Joint Publication 2-03, and lessons learned from Operations Desert Storm and Provide Comfort.

The new 902nd force projection mission has two parts. The first takes our continental United States force protection mission and applies it to support deploying contingency forces. The second part tailors a 902nd tactical counterintelligence deployment package and deploys it to reinforce the supported warfighters. This deployment package gives both theater commanders and their supporting MI brigades an organic strategic CI capability. Our packages are built to support the task force commander, and are mission, enemy, terrain, troops, and time available dependent.

The 902nd protects contingency forces in CONUS before they deploy. This is done through multidiscipline counterintelligence activities such as operation security surveys prior to movement from home station, communication security analysis, polygraph of linguists, and route

vulnerability assessments from home station to point of embarkation.

CI projection capabilities would be custom tailored using several CI subdisciplines, but only those meeting the needs of the mission will actually deploy. Our CI capabilities would not duplicate capabilities otherwise available. Lessons from Desert Storm and Somalia show the absolute need for deploying effective teams to the theater, not individuals. There is no time to train or integrate individuals during a time of need, so the 902nd force projection concept uses task or-

Force projection mandates that we provide better ways for CI to support the warfighters.

ganized teams that are trained together, instead of deploying individual augmentees to supported units.


These custom tailored teams deploy based upon the supported unit's deployment timeline. Many reports from Somalia indicate that polygraphing could have played a big role. Therefore, if personnel screening is a part of the mission, then polygraph support can enhance the reliability of the reported information. Likewise, deployed communications security or technical surveillance countermeasure support can enhance the task force commander's confidence in the security of command posts and communications.

Of all the deployable capabilities, the most exciting is the analytical team. The 902nd believes in the importance of warfighter-focused CI analysis.

Using the theater rapid response information package, the group's counterintelligence analysis center can now deploy a team of CI analysts to the theater's joint intelligence center, reinforcing theater CI analysis. The TRRIP gives the team connectivity to national level databases, such as the defense intelligence threat system. Worldwide CI and terrorism data can also be brought by the team to the theater for local threat analysis.

Theater-produced data can be locally processed and passed back to the GCAC for further analysis. The connectivity results in better link analysis of events in the area of responsibility and worldwide. Analysis can then target terrorist or other threats to U.S. forces worldwide, providing a better understanding of the threat within the area of responsibility.

The 902nd is aggressively training to meet this new mission. At Operation Desert Capture II at the National Training Center, Fort Irwin, Calif., the 902nd tailored a support package based upon this concept. This analysis team deployed with the 513th MI Brigade's Intelligence Support Element, and provided real time MDCI analysis using the TRRIP system.

As the Army becomes a force projection Army, these unique capabilities become vital. There will be fewer theater assets to meet the challenge. Force projection mandates that we provide better ways for CI to support the warfighters. The 902nd is meeting this challenge head on! 

Maj. Grzybowski is the assistant S3 for the 902nd MI Group, Fort George G. Meade, Md.

902nd MI Group Provides Warfighter Focus

The 902nd Counter Intelligence Corps Detachment was constituted in the Army of the United States on Oct. 14, 1944, and activated Nov. 23 at Hollandia, New Guinea, in the southwest Pacific.

Although the 902nd's exact mission is unknown, CIC elements within the region were usually involved in general security, document collection, and arrest and interrogation of enemy agents or collaborators.

The unit left Hollandia for Luzon, Philippine Islands, on June 10, 1945. As in New Guinea, the exact details of the 902nd CIC Detachment's activities in the Philippines were not recorded.

It is known that the 306th CIC Detachment spent a lot of time dealing with the Philippine guerrillas, many of whom proved extremely helpful in combating the Japanese.

Disbanded on July 22, 1945, the 902nd CIC Detachment was reconstituted Nov. 13, 1947, in the organized Reserves and assigned to Fourth Army. On Nov. 28, the unit was formally activated at Fort Smith, Ark. About 18 months later, the unit was attached to the 2nd Battalion, 379th Infantry, at Fort Smith for administration and training. Throughout its existence as a Reserve unit until its inactivation on Nov. 2, 1949, the 902nd CIC Detachment was authorized four officers and four warrant officers.

The 902nd CIC Detachment was withdrawn from the Organized Reserve Corps and assigned to the Regular Army Jan. 3, 1952. Five days later the unit was again activated, this time at Fort Holabird, Md.

Its activation came as a result of two forces. First, the commandant of the CIC School saw a need to create a

unit that could handle the administrative responsibilities of providing support to sensitive operations.

Secondly, developments in the counterintelligence operations field had reached the point where it was impossible for the assistant chief of staff, G2, to provide adequate counterintelligence coverage for the Army worldwide without having under his direct control a special organization to handle unusual cases. The 902nd also absorbed the 118th CIC Detachment's mission as the investigative arm of the Department of Army Chief of Staff, G2, at the Pentagon.

In addition, the detachment was to supplement counterintelligence support being given commanders by their assigned CIC resources. The unit would be available, upon request, to the Army areas and overseas CIC detachments, and would provide individuals technically and linguistically qualified for special one-time assignments.

On June 1, 1955, the 902nd CIC Detachment moved from Building 23, Fort Holabird, to Wing 2, Temporary A Building, at 2nd and T Streets S.W., Washington, D.C. Officially, the detachment became the 902nd Counter Intelligence Corps Group, effective Dec. 15, 1957. In turn, the 902nd CIC Group became the 902nd Intelligence Corps Group on July 25, 1961. Finally, the unit was redesignated as the 902nd Military Intelligence Group, effective Oct. 15, 1966.

The group's traditional direct subordination to the assistant chief of staff, intelligence, was changed in 1969 when Gen. William C. Westmoreland, the Army Chief of Staff, directed reduction of the direct influence of DA staffs on operations. The group was

reassigned to the U.S. Army Intelligence Command, which was located at Fort Holabird, on Dec. 13, 1969. However, because of the 902nd MI Group's unique worldwide mission, the ACSI had to remain the decision-making authority for many actions.

From World War II until October 1972, when the Defense Investigative Service was formed, the continental United States counterintelligence emphasis was on conducting background investigations. When the Defense Investigative Service assumed the personnel security investigative mission, the Army's CONUS counterintelligence forces reoriented to other functions. The U.S. Army Intelligence Command gradually refocused on security assistance, education and development of internal counterintelligence programs.

On June 30, 1974, the U.S. Army Intelligence Command was discontinued, and the U.S. Army Intelligence Agency (USAINA) organized on July 1 as a field operating agency. The 902nd was concurrently assigned to the newly established USAINA and relocated to Fort George G. Meade, Md. At the same time, the CI functions within CONUS were divided between two newly activated groups. The U.S.

The 902nd Celebrates 50-Year Anniversary

The 902nd MI Group will celebrate 50 years since its activation in 1944. To commemorate the event, the unit will hold an anniversary ball on Nov. 19 in Baltimore, Md.

Army Operational Security Group at Fort George G. Meade also had a CI mission. Practically speaking, the 902nd MI Group was relieved of its worldwide CI role. In an attempt to provide more meaningful and realistic support to Army commanders, the 902nd MI Group began programs which provided an operations security emphasis. The chief of staff, U.S. Army, established the U.S. Army Intelligence and Security Command on Jan. 1, 1977, to which the 902nd was assigned.

To bring all counterintelligence and signal security assets in CONUS together, the 902nd MI Group (CI/OPSEC) (Provisional) was organized in July 1977, along with three provisional battalions. The reorganization was completed, and the provisional units discontinued in January 1978.

The provisional battalions were replaced by the CI/SIGSEC Support Battalion, Fort Sam Houston; CI/SIGSEC — Support Battalion, Presidio of San Francisco; and CI/SIGSEC Support Battalion, Fort

George G. Meade, all tables of distribution and allowances units subordinate to the 902nd MI Group.

On Oct. 1, 1984, a major reorganization occurred within the 902nd MI Group. The support battalion at Fort Sam Houston was discontinued. The remaining two battalions were concurrently redesignated. One was the U.S. Army INSCOM Military Intelligence Battalion (Counterintelligence) West Coast, which was discontinued September 1992. The other, the U.S. Army INSCOM Military Intelligence Battalion (Counterintelligence) East Coast, later was redesignated the Counterespionage Battalion. At the same time, the U.S. Army INSCOM Security Support Detachment, a subordinate element of the 902nd MI Group, was redesignated the U.S. Army INSCOM Military Intelligence Battalion (Security).

In June 1983, the 902nd MI Group received the distinctive designation "The Deuce" from the Secretary of the Army. The 902nd's most recent honor was receiving the superior unit award

for June 1988 to 1989. Other changes took place in the early '90s when Central Security Facility and Special Security Group were resubordinated under the 902nd. To effectively counter the current threat to the warfighter, the 902nd has recently organized into three battalions and the Central Security Facility. In fiscal year 1994, the commander of INSCOM designated the Deuce as the CI unit that will provide echelons above corps CI elements to force projection brigades in support of peacekeeping operations, joint task force operations, and major regional conflicts. To reinforce this new role in force projection, the 902nd is implementing new TOEs and participating in major exercises.

The 902nd MI Group annually celebrates unit day on its original activation date of Nov. 23, 1944. ✕

Information for this article was provided by the INSCOM History Office and the 902nd Public Affairs Office.

ARMY 219th BIRTHDAY JUNE 14

Ellen Camner

◆◆◆ REVOLUTIONARY WAR ◆ LEXINGTON ◆ TICONDEROGA ◆ BOSTON ◆ QUEBEC ◆ CHARLESTON ◆ LONG ISLAND ◆ TRENTON ◆ PRINCETON ◆ SARATOGA ◆ BRANDYWINE ◆ GERMANTOWN ◆ MONMOUTH ◆ SAVANNAH ◆ CHARLESTON ◆ COWPENS ◆ GILFORD COURT HOUSE ◆ YORKTOWN ◆◆◆ WAR OF 1812 ◆ CANADA ◆ CHIPPEWA ◆ LUNDY'S LANE ◆ BLADENSBURG ◆ MCHENRY ◆ NEW ORLEANS ◆◆◆ MEXICAN WAR ◆ PALO ALTO ◆ RESACA DE LA PALMA ◆ MONTEREY ◆ BUENA VISTA ◆ VERA CRUZ ◆ CERRO MOLINO DEL SUMTER ◆◆ MISSISSIPPI

UNITED STATES ARMY

MANASSAS ◆ ANTIETAM ◆ FREDERICKSBURG ◆ MURFREESBOROUGH ◆ CHANCELLORSVILLE ◆ GETTYSBURG ◆ VICKSBURG ◆ CHICKAMAUGA ◆ CHATTANOOGA ◆ WILDERNESS ◆ ATLANTA ◆ SPOTSYLVANIA ◆ COLD HARBOR ◆ PETERSBURG ◆ SHENANDOAH ◆ FRANKLIN ◆ NASHVILLE ◆ APPOMATTOX ◆◆◆ INDIAN WARS ◆ MIAMI ◆ TIPPECANOE ◆ CREEKS ◆ SEMINOLES ◆ BLACK HAWK ◆ COMMANCHES ◆ MODOCS ◆ APACHES ◆ LITTLE BIG HORN ◆ NEZ PERCES ◆ BANNOCKS ◆ CHEYENNES ◆ UTES ◆ PINE RIDGE ◆◆◆ WAR WITH SPAIN ◆ SANTIAGO ◆ PUERTO RICO ◆ MANILA ◆◆◆ CHINA RELIEF EXPEDITION ◆ TIENSIN ◆ YANG-TSUN ◆ PEKING ◆◆◆ PHILIPPINE INSURRECTION ◆ MANILA ◆ ILOILO ◆ MALOLO ◆ LAGUNA DE BAY ◆ SAN ISIDRO ◆ ZAPOTE RIVER ◆ CAVITE ◆ TARLAC ◆ SAN FABIAN ◆ MINDANAO ◆ JOLO ◆◆◆ MEXICAN EXPEDITION ◆ MEXICO ◆ CAMBRI ◆ SOMME DEFENSIVE ◆ LYS ◆ AISNE ◆ MONTDIDIER-NOYON ◆ CHAMPAGNE-MARNE ◆ AISNE-MARNE ◆ SOMME OFFENSIVE ◆ OISE-AISNE ◆ YPRES-LYS ◆ ST. MIHIEL ◆ MEUSE-ARGONNE ◆ VITTORIA VENETO ◆◆◆ WORLD WAR II — AMERICAN THEATER ◆ ANTISUBMARINE ◆ GROUND COMBAT ◆ AIR COMBAT ◆ WORLD WAR II — ASIAN-PACIFIC THEATER ◆ PHILIPPINE ISLANDS ◆ BURMA ◆ CENTRAL PACIFIC ◆ EAST INDIES ◆ INDIA-BURMA ◆ AIROFFENSIVE ◆ JAPAN ◆ ALEUTIAN ISLANDS ◆ CHINA DEFENSIVE ◆ PAPUA ◆ GUADALCANAL ◆ NEW GUINEA ◆ NORTHERN SOLOMONS ◆ EASTERN MANDATES ◆ BISMARCK ARCHIPELAGO ◆ WESTERN PACIFIC ◆◆◆ LEYTE ◆◆◆ LUZON ◆ CENTRAL BURMA ◆ SOUTHERN PHILIPPINES ◆◆◆ RYUKYUS ◆ CHINA OFFENSIVE ◆◆◆ ANTISUBMARINE ◆ GROUND COMBAT ◆ AIR COMBAT ◆ WORLD WAR II — EUROPEAN-AFRICAN-MIDDLE EASTERN THEATER ◆ EGYPT-LIBYA AIR OFFENSIVE ◆ EUROPE ◆ ALGERIA-FRENCH MOROCCO ◆ TUNISIA ◆ SICILY ◆ NAPLES-FOGGIA ◆ ANZIO ◆ ROME-ARNO ◆ NORMANDY ◆ NORTHERN FRANCE ◆ SOUTHERN FRANCE ◆ NORTHERN APENNINES ◆ RHINELAND ◆ ARDENNES ◆ ALSACE ◆ CENTRAL EUROPE ◆ PO VALLEY ◆ ANTISUBMARINE ◆ GROUND COMBAT ◆ AIR COMBAT ◆◆◆ KOREAN WAR ◆ UN DEFENSIVE ◆ UN OFFENSIVE ◆ CCF INTERVENTION ◆ FIRST UN COUNTEROFFENSIVE ◆ CCF SPRING OFFENSIVE ◆ UN SUMMER-FALL OFFENSIVE ◆ SECOND KOREAN WINTER ◆ KOREA ◆ SUMMER-FALL 1952 ◆ THIRD KOREAN WINTER ◆ KOREA ◆ SUMMER 1953 ◆◆◆ VIETNAM CAMPAIGNS ◆ VIETNAM ADVISORY CAMPAIGN ◆ VIETNAM DEFENSE CAMPAIGN ◆ VIETNAM COUNTEROFFENSIVE ◆ VIETNAM COUNTEROFFENSIVE, PHASE II ◆ VIETNAM FENSIVE, PHASE III ◆ TET COUNTEROFFENSIVE ◆ VIETTEROFFENSIVE, PHASE IV ◆ VIETNAM COUNTEROFFEN- ◆ VIETNAM COUNTEROFFENSIVE, PHASE VI ◆ TET 69 ◆ VIETNAM SUMMER-FALL 1969 ◆ VIETNAM WINTER-SPRING 1970 ◆ DA SANCTUARY COUNTEROFFENSIVE ◆ VIETNAM COUNTEROFFENSIVE, PHASE VII ◆ CONSOLIDATION I ◆ CONSOLIDATION II ◆ VIETNAM CEASE-FIRE ◆◆◆ DOMINICAN REPUBLIC INTERVENTION ◆ DOMINICAN REPUBLIC ◆◆◆ GRENADA CAMPAIGN ◆ GRENADA ◆◆◆ PANAMA CAMPAIGN ◆ PANAMA ◆◆◆ PERSIAN GULF WAR ◆ DEFENSE OF SAUDI ARABIA ◆ LIBERATION AND DEFENSE OF KUWAIT ◆ SOUTHWEST ASIA CEASE-FIRE

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902nd Military Intelligence Group

"Strength Through Vigilance"

Established: Activated as the 902nd Counter Intelligence Corps Detachment at New Guinea, southwest Pacific on Nov. 23, 1944. It evolved over the years to become the 902nd Military Intelligence Group on Oct. 15, 1966, and was assigned as part of INSCOM on July 1, 1977.

Location: Fort George G. Meade, Md.

Personnel: 185 (Headquarters and Headquarters Detachment) 915 (brigade total)

Mission: To protect United States forces, secrets, and technologies from foreign intelligence service threat and to deploy tailored multidisciplined counterintelligence capability as required in support of warfighters.



Security Battalion

"Peak Performers"

Established: First established as the 92nd Military Intelligence Battalion, and located at Fort Sam Houston, Texas on July 1, 1977. The unit was redesignated as the Security Battalion in October 1989.

Location: Fort George G. Meade, Md.

Personnel: 210

Mission: To conduct Army baseline counterintelligence operations in the continental United States as well as providing counterintelligence security advice and assistance to national and joint levels. The battalion also provides CI support to international treaty verification process in CONUS.



Counterespionage Battalion

"Guardians"

Established: First established as 91st MI Battalion on May 2, 1977. The unit was redesignated as the Counterespionage Battalion, October 1986.

Location: Fort George Meade, Md.

Personnel: 240

Mission: To conduct CE/CI and technical counterintelligence investigations and operations at echelons above corps level in CONUS.



Counterintelligence Support Battalion

"Service and Security"

Established: First established as the Special Security Group. The unit was resubordinated under the 902nd in October 1992, and was redesignated as the Counterintelligence Support Battalion in April 1993.

Location: Fort George G. Meade, Md.

Personnel: 190

Mission: To provide counterintelligence support to special access programs, acquisition system protection program, and defense nuclear agency at the Department of the Army level. The unit is also responsible for overseeing the Army's part of the defense special security system to detect and suppress foreign intelligence service threats against United States forces, and provide technology and information.



Central Security Facility

"Excellence in Information Management"

Established: First established as part of the G2 Central Records Facility in 1951. Officially became the Central Security Facility in 1976 and later became part of INSCOM in October 1978. The unit was resubordinated under the 902nd in May 1993.

Location: Fort George Meade, Md.

Personnel: 90

Mission: To support U.S. Army intelligence and counterintelligence activities through the maintenance, control, and release of intelligence records in compliance with federal statutes and in response to authorized requestors and the general public, as further governed by Department of the Army policies and regulations.

Prepare Ahead For Disasters, Emergencies

When disaster strikes, it's too late to think about preparedness and what you're going to do.

It's best to take a few minutes before something happens and have everything ready, said Federal Emergency Management Agency officials. "Your family will cope best by preparing for disaster before it strikes. Once disaster hits, you won't have time to shop or search for supplies," one said.

Hurricanes, tornadoes, earthquakes, flash floods, fire, winter storms and hazardous material spills can cause disasters that people should prepare for, agency officials advised.

Find out what types of disaster may happen in your community and what you should do to prepare for each, said agency officials. For example, the Pacific Coast has earth-



quakes and fires, whereas the Central States face winter storms, tornadoes and floods.

Agency tips include having several days' supplies on hand for each family member, setting up an emergency meeting place for the family in case of separation, arranging an escape route and knowing where utility mains are in case they must be turned off.

Other recommendations: Practice and update your emergency plan; keep a small version of a supply kit in your car's trunk; and plan with your neighbors on what may need to be done before or after the disaster strikes, like caring for elderly people, children alone and others with special needs.

There are six basics you should stock in your home in case of an emergency, said agency officials. These are a first aid kit, water, food, clothing and bedding, tools and emergency supplies, and special items. Family docu-

ments, extra eye glasses, prescription medicines and things to do, such as books and games, are some special items that you should store and have ready at any time.

The Federal Emergency Management Agency and the American Red Cross publish free pamphlets to help plan for a disaster. These include *Your Family Disaster Supplies Kit*, *Emergency Preparedness Checklist*, *Emergency Food and Water Supplies*, *Are You Ready?* and *Your Family Disaster Plan*.

For copies, check with the local chapter of the American Red Cross, or send a postcard with your name, address and the pamphlets' titles to:

**FEMA
Dept. P
P.O. Box 70274
Washington, D.C. 20024**

—American Forces Information Service

When disaster strikes, it's too late to think about preparedness and what you're going to do.

Security Changes With New Era

By Staff Sgt. Saralynne Snell

Just because you're paranoid doesn't mean they're not out to get you.

Paranoia is part of the job for Col. Nick Ciccarello. He's the director of counterintelligence and security countermeasures in the Army's Office of the Deputy Chief of Staff for Intelligence. The job demands a healthy skepticism of everyone.

"Counterintelligence professionals are suspicious to begin with," he said. "The nature of the job requires us to be skeptical about people and their motives."

He's trying to impart some of that distrust to the Army community, to protect people and information. Ciccarello's office sets policy for Army security, which evolves daily.

Technology protection is a major function of his team. As the fall of the Berlin Wall altered world maps and politics, it also changed the face of intelligence. Where security's eye was once focused mainly on the Soviets, it is now focused on everyone — even allies.

Today, countries don't spy so much to improve their defenses, but to improve their economies. And it's not easy to keep new technologies from allies.

America has agreements with other nations to exchange scientists. These agreements are delicate, and "we have to be careful about what we expose the foreign scientists to," Ciccarello said. "That nation may want certain information, to compete in the economic market. The Army's job in this partnership is to determine what technology we can share, and what we can't."

But what does this have to do with the average soldier? Most troops don't

deal with classified information. They do their jobs and go on the occasional deployment. But even the most innocuous information could endanger a unit.

Troops' lives can be threatened if the wrong people know when and where they're deploying — threatened by terrorism or enemy troops. So operational security is as important today as it has been throughout history.


A soldier needs to be concerned about who he keeps company with. He needs to be concerned about his finances. He shouldn't do something that would make him vulnerable to an espionage attack, Ciccarello said.

This advice doesn't just apply to soldiers overseas. Ciccarello said there are plenty of foreign nationals in America who would like to pick up a little information on the side. Any contact that seems strange should be reported to a supervisor or security officer.

Ciccarello said soldiers have to think security in advance, so they won't be caught off-guard. And when

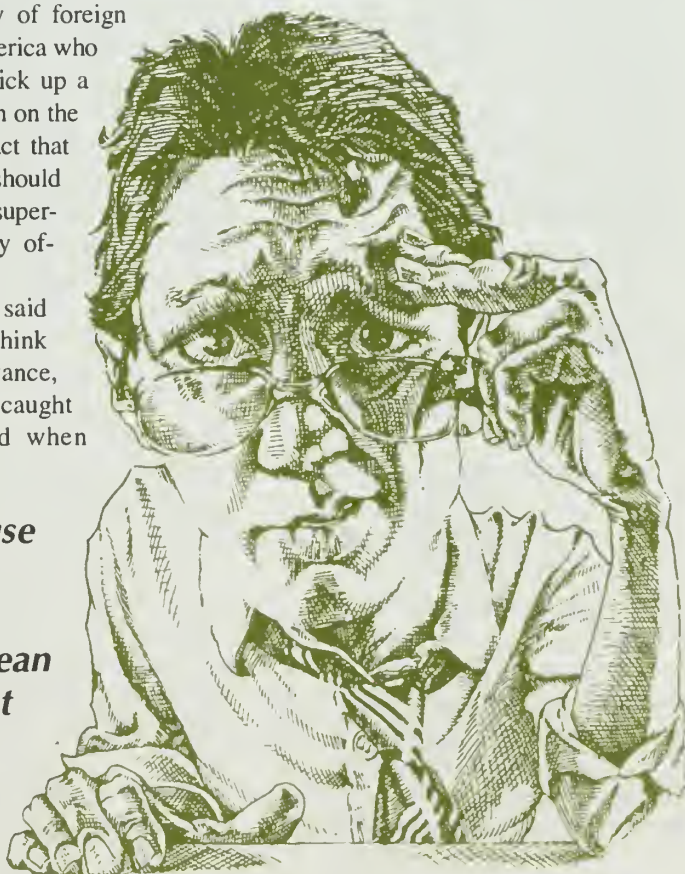
someone does ask sensitive questions, "you have to police yourself."

That's not always easy, especially as coalitions become more common. "You just have to decide what they need to know and what you should be wary of. You need to ask yourself those questions up front," he said.

"To keep the Army ready, we have to protect our information, our people and our equipment," he explained. "We have to do it while we're here in garrison, and we have to do it when we are deployed. We have to protect our technology today, so we're ready to use it tomorrow." 

Staff Sgt. Snell is a writer for Army News Service, Washington, D.C.

Just because you're paranoid doesn't mean they're not out to get you.



Preparatory Schools Assist Enlisted Troops Toward Academy Education

By Sgt. 1st Class Steve Barrett

Hundreds of enlisted servicemembers become students at the U.S. military academies' military preparatory schools each year.

The preparatory schools ready potential cadets for the physical and academic challenges at the service academies.

Together, the three preparatory schools receive about 3,000 applications annually. These applications come from active duty soldiers, Reserve Component servicemembers and high school graduates.

Applications go before preparatory school admission boards, which represent both the schools and the academies, for screening. The board members select students they determine can best meet each academy's standards and become future military leaders.

"We've had a pretty good success rate in getting soldiers admitted into the academy," said Capt. Tim Decker, an admissions officer with the Army preparatory school at Fort Monmouth, N.J. He said 220 to 250 students will attend the preparatory class this coming year, with 170 to 180 getting appointments to United States Military Academy at West Point, N.Y. The normal academy freshman class numbers 1,200.

The admission success rates at the other academies are similar. Over the past four years, an average of 248 students annually attend the Air Force preparatory school, collocated with the Air Force Academy in Colorado

Springs, Colo. About 70 percent become Air Force cadets.

At Annapolis, the U.S. Naval Academy, the Class of 1997 started with 223 students from the Navy Preparatory School, Newport, R.I. — close to 19 percent of first-year midshipmen.

Prep school applicants must be U.S. citizens between the ages of 17 and 21. They must be single and have no family support responsibilities, possess a high school diploma or general equivalency diploma, and have no convictions in civil courts or military courts-martial. They also must be medically qualified to enter a service academy upon preparatory school completion.

The class year begins in late August and ends in May, with academic preparation being the major thrust. After first reviewing high school subjects, students tackle junior college-level English, mathematics and science courses.

However, before tackling academics, the students attend a two- to three-week school orientation phase. Candidates review subjects such as military customs, courtesies and drill, and must pass their academies's physical fitness tests.

No one is guaranteed an academy appointment just for finishing the preparatory course. Changes in career goals, personal problems and academic deficiencies are a few reasons graduates may not get an academy appointment.

Servicemembers at preparatory schools continue to receive a military

paycheck at the pay grade they held prior to admission. While at school, they are also eligible for promotions in accordance with their service regulations.

Candidates must also have enough time remaining on their enlistment contracts to complete the 10-month school. According to Chief Petty Officer Mike Valdez of the Naval Academy admissions office, candidates attending the Navy school must have 24 months remaining on their service contract prior to admission.

The Army and Air Force require only that candidates reenlist or extend to fulfill school requirements.

Servicemembers interested in attending preparatory schools can obtain information through their commanders, career counselors or personnel offices. For more information, write to:

**Commandant
U.S. Military Academy
Preparatory School
ATTN: MAP-ADM
Fort Monmouth, NJ 07703**

**Director of Admissions
U.S. Air Force Preparatory School
U.S. Air Force Academy, CO
80840**

**U.S. Navy Preparatory School
117 Decatur Road
U.S. Naval Academy
Annapolis, MD 21402-5018**

Sgt. 1st Class Barrett is a writer with American Forces Information Service.

Primaries Start Process for 1994 Election Campaign

By Sgt. 1st Class Steve Barrett

Nov. 8 marks the day Americans vote for federal, state and local candidates who are vying for public office.

Among the stakes this year, are all seats in the U.S. House of Representatives, including four House delegate positions; 35 U.S. Senate seats; 36 governors' positions; and the mayoral office in Washington, D.C.

Yet, many voters will register only for the November election, not realizing the election process begins with primary elections.

Before November, each state holds preliminary elections, known commonly as primaries. These elections "narrow the field" to one candidate in each political party. Once selected by the voters, party candidates then campaign for the available seats. The winner will be decided by the general election in November.

Texas and Illinois held primaries in March, but no other primaries are slated until May. Indiana, Ohio and North Carolina held primary elections May 3, the first of 10 primary elections last month.

June has 13 primaries slated; Georgia holds its primary in July, and eight states hold August elections. The busiest month is September, when 15 states, the District of Columbia, Guam and the U.S. Virgin Islands hold elections. The Louisiana primary is Oct. 1.

The Federal Voting Assistance Program office in Washington, D.C., is prepared to answer questions and help voters get involved in the primary

process. Phyllis Taylor, program director, said unit voting assistance officers can direct voters to agencies where information on candidates and issues is available.

However, Taylor said, the first step in the primary process is voter registration via federal postcard application — the sooner, the better.

"Each state has its own set of voting rules," she said. "Voters need to get with their voting assistance officers early, find out what is required, when their primaries are held, and ensure their applications are mailed in time."

Because of lengthy mailing times, Taylor said, voters overseas must ensure applications are accurate. "I can't express how important that first step is, in mailing that application," she said. "If completing the application is incorrectly done, that alone could disenfranchise an individual because of the delay that could occur."

Voters needing information should contact their unit voting assistance officers. Voting assistance officers process voting applications and refer voters to agencies that answer questions on candidates and issues. Voters may also call the Federal Voting Assistance Program's toll-free number, (800) 438-8683, for voting information assistance. ✕

Sgt. 1st Class Barrett is a writer with American Forces Information Service.

State/Territory	Primary Date
Alabama	June 7
Alaska	Aug. 23
Arizona	Sept. 13
Arkansas	May 31
California	June 7
Colorado	Aug. 9
Connecticut	Sept. 13
Delaware	Sept. 10
District of Columbia	Sept. 13
Florida	Sept. 6
Georgia	July 19
Guam	Sept. 3
Hawaii	Sept. 17
Idaho	May 24
Indiana	May 3
Iowa	June 7
Kansas	Aug. 2
Kentucky	May 24
Louisiana	Oct. 1
Maine	June 14
Maryland	Sept. 13
Massachusetts	Sept. 20
Michigan	Aug. 2
Minnesota	Sept. 13
Mississippi	June 7
Missouri	Aug. 2
Montana	June 7
Nebraska	May 10
Nevada	Sept. 6
New Hampshire	Sept. 13
New Jersey	June 7
New Mexico	June 7
New York	Sept. 13
North Carolina	May 3
North Dakota	June 14
Ohio	May 3
Oklahoma	Aug. 23
Oregon	May 17
Pennsylvania	May 10
Rhode Island	Sept. 13
South Carolina	June 7
South Dakota	June 7
Tennessee	Aug. 4
Utah	June 28
Vermont	Sept. 13
U.S. Virgin Islands	Sept. 13
Virginia	June 14
Washington	Sept. 20
West Virginia	May 10
Wisconsin	Sept. 13
Wyoming	Aug. 16

NEPTUNE: The D-Day Story

By Dr. John P. Finnegan

D—Day for Operation NEPTUNE — the invasion of Europe — had been set for June 6, 1944, and the paratroopers of the U.S. 82d and 101st Airborne Divisions were nothing if not prompt.

The first pathfinders dropped into occupied France a little after midnight. The lights and radar beacons they carried were intended to guide the vast airborne armada that followed behind — 822 C-47 transports carrying six parachute regiments. This was risky business. The endless stream of troop carriers would be flying through antiaircraft fire as they crossed the Cotentin Peninsula; their human cargoes would have to land amid German defenses.

Gen. Dwight Eisenhower's deputy for air had warned that losses might be as high as 80 percent. Grimly, Eisenhower, the supreme allied commander, ordered the parachute assault to go in anyway. It was absolutely essential that the causeways and river crossings behind Utah Beach be secured by airborne troops before the main seaborne landings began. Otherwise, the troops of the 4th Infantry Division would find themselves hopelessly penned in by water obstacles at the very start of the invasion.

As it turned out, the operation was a success, if a messy one. Antiair-

craft fire knocked down only 20 planes. But the combined effects of fog and groundfire threw the aircraft formations into disarray. As Maj. Gen. Maxwell Taylor, the 101 Airborne Division commander, dryly put it, the antiaircraft fire "produced an unfortunate effect upon the pilots who had never seen action before."

Most aircraft missed their designated drop zones. Taylor's division was scattered over a rectangle that was 25 miles wide and 15 miles long.

*... the first battle
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brave men.*

And, while one regiment of the 82d Airborne made an accurate drop on the key objective of St. Mère Église, the other two were randomly dispersed over the French countryside, with hundreds of troops falling into the swamps of the Merderet River. With all tactical cohesion lost, the first battle of D-Day turned into a bewildering series of night actions by small parties of brave men.

Fortunately, the invasion had achieved complete tactical surprise, and the enemy, scattered in bivouacs, was even more bewildered. As dawn broke over France, Taylor had secured control over perhaps a sixth of his division, and the Americans had captured the vital causeways spanning the lagoons behind Utah Beach.

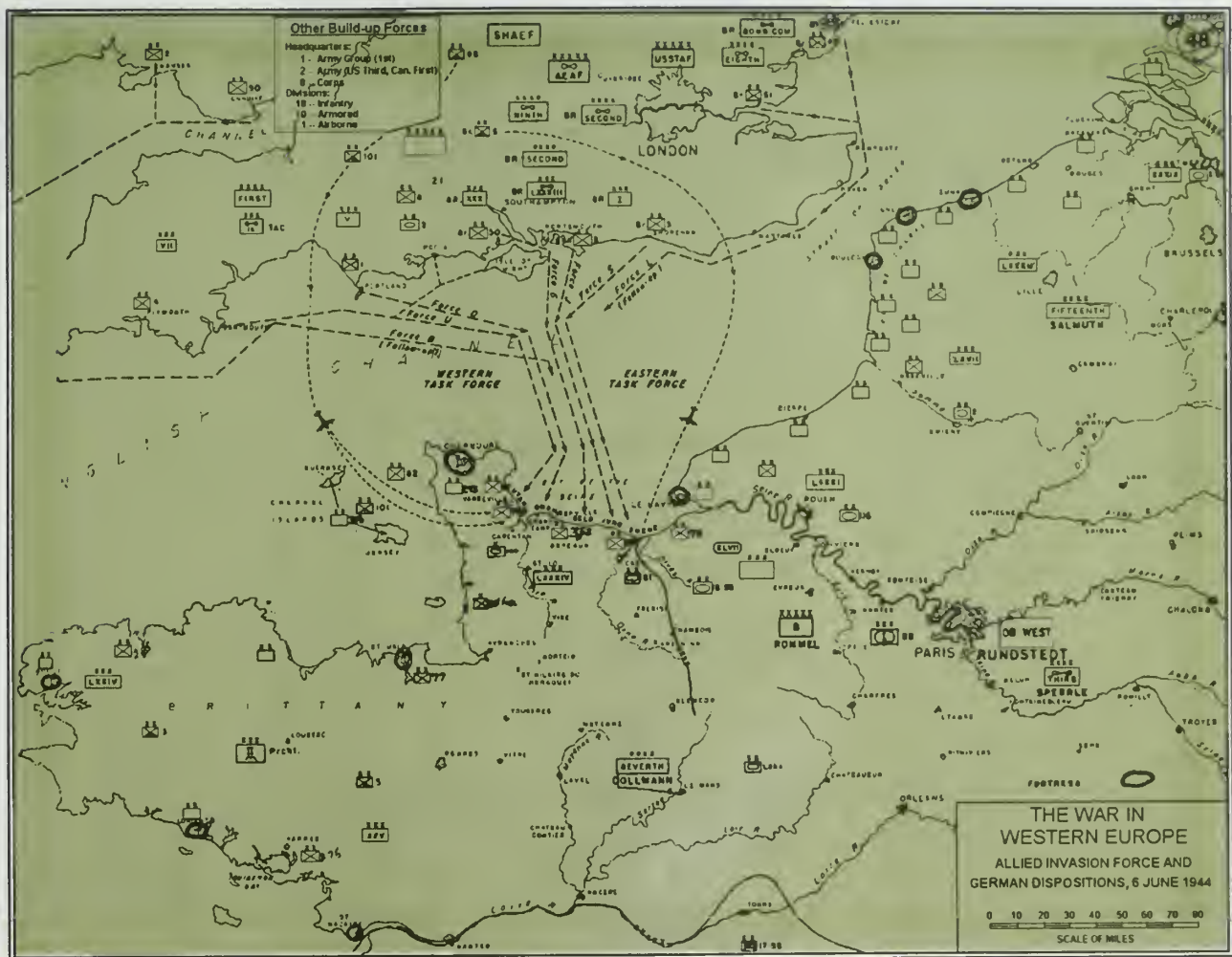
To the east, the 82d Airborne Division was in more desperate straits. It was locked in a seesaw battle with

strong German forces, and most of the gliders carrying the unit's antitank guns, transport, and communications gear had failed to arrive safely.

The success of the American paratroops on the right flank of the invasion paved the way for the larger seaborne assault forces. Five thousand transports and landing craft, supported by 200 warships, were on their way to the French coast. Planning for the landing called for a short but intense aerial and naval bombardment of German fortifications on the coast. Troops would then land after dawn on the half-tide, debarking from their assault craft before the thick belt of mined anti-boat obstacles the German had placed on the beaches. The attacking infantry would be supported by artillery and rocket batteries firing from the assault craft, and would be accompanied by dual-drive Sherman tanks equipped with flotation screens that would swim in from the sea.

At Utah Beach, the plan went perfectly. Because of the coastal lagoons right behind it, the beach seemed an unlikely spot for invasion, and its German defenders came from a low-quality *bodenstandige* ("ground-holding") division of overage troops without any transport but bicycles and horse-drawn carts. Medium bombers and warships plastered the defenses, and the 4th Infantry Division swarmed ashore in columns of regiments at 6:30 a.m., supported by the swimming DD tanks.

A fortuitous navigation error had brought the landing craft in 2,000 yards to the south of the main German defenses. Engineers expeditiously blew up the beach obstacles, allowing follow-on waves to land. In three



hours, the division was off the beach, driving inland, and linked up with the paratroops of the 101st Airborne. Division casualties on D-Day amounted to 200 men.

Seven miles to the east, at Omaha Beach, things went a little differently that morning. Omaha Beach was another undesirable place to mount an amphibious operation. Its choice as a landing ground was forced upon Eisenhower by a simple lack of good alternatives. The beach was a four mile crescent of sand flanked by cliffs and dominated by bluffs. A seawall and a barrier of impassable shingle blocked vehicular exit from the beach, except in five places where narrow draws led up through the bluffs. All exit points were blocked by antitank ditches or concrete barriers covered

by interlocking fire from permanent fortifications, and the position was manned by battalions from a first-rate German field division, the 352d. And this time, luck was not with the invaders.

Heavy bombers were supposed to have saturated the defenses, but clouds obscured the coast, and the falling bombs landed well behind the beach fortifications, impacting on French dairy cows instead of German firing positions. Mist and smoke prevented accurate naval bombardment. Leery of possible enemy fire from coastal batteries, the transports launched their assault boats 12 miles offshore into a choppy sea. The rocket barrage fired from landing craft fell short. Ferrying craft carrying the artillery support were swamped by the waves, and most of

the DD tanks foundered in the waves. The wind and the tide swept the assault boats away from their designated landing areas. The two lead regiments of troops hit the beach seasick, disoriented and unsupported—they entered hell.

At Omaha, planners had envisioned a straightforward frontal assault on prepared positions. This was to be executed by two infantry regiments landing abreast, one from the veteran 1st Infantry Division, another attached from the 29th Infantry Division. The plan had the virtue of simplicity, but, as it turned out, not of practicability.

The military historian S.L.A. Marshall has succinctly described the fate of one of the units in the first wave. Able Company, 116th Infantry,

began its approach to Omaha in seven Higgins Boats. Two boats were sunk by enemy fire as the company neared the shore; a third just disappeared — sunk or swamped. Soldiers from the remaining four boats were simply mown down by machine-gun fire as they jumped into the water. In the first 10 minutes, every officer but one had been killed; every sergeant killed or wounded. Eventually, what remained of the company made it to dry land and took what cover they could. Able Company's sacrifice was not atypical. According to Marshall's post-action analysis, only six of the companies that first landed at Omaha were able to operate effectively, mainly because they touched down on sections of beach away from the main German defenses.

The battle for Omaha began as a shambles, then developed into chaos. Reinforcements came in, and tanks were landed. But the rising tide prevented engineers from demolishing the beach obstacles. As a result, assault craft in the follow-on waves milled around "like a stampeded herd of cattle." Troops and vehicles were dumped higgledy-piggledy onto a constricted and fire-swept beach. Command and control broke down in the confusion, as officers were shot down and waterlogged radios failed. The shingle, seawall and enemy fortifications prevented any movement of tanks beyond the beach. Back on his command ship, the USS Augusta, all that First Army commander, Gen. Omar Bradley, could get from Navy situation reports was an incoherent account of sinking, swamping, heavy enemy fire, and chaos on the beaches.

However, the battle for Omaha Beach would be won, not lost. Point-blank fire from offshore destroyers and the few landed tanks began to beat down German defenses. Amid a classic example of Clausewitz's "fog of war," officers and noncommissioned officers began to exercise leadership over whatever small units or groups

came to hand. One of them was Col. G.A. Taylor of the 16th Infantry, who told his troops, "two kinds of people are staying on this beach, the dead and those who are going to die. Now let's get the hell out of here."

Cautiously picking their way through minefields up along the bluffs, troops began to infiltrate around the main German strong points and take them from the rear. Meanwhile, air support and naval gunfire prevented the Germans from effectively rein-

In the first 10 minutes, every officer but one had been killed; every sergeant killed or wounded.

forcing their beachhead positions. And the Germans, already thinly stretched, had other problems of their own. In addition to defending Omaha Beach, they were trying to deal with potential threats from their left and right.

One of these threats — the one on the left — was illusory. On the morning of D-Day, three companies of American Rangers had stormed the sheer cliffs of the Pointe du Hoe in an act of desperate valor, using ropes and ladders to scale the heights. Their objective was a casemated battery of 155 mm guns which could have fired on both Utah and Omaha beaches if not silenced. The Rangers overran the position with unexpected ease, only to find out that the guns had been removed. However, as the little force sortied out from the Point du Hoe, it

drew attention from German reserves that otherwise might have been committed to Omaha.

On the right flank of Omaha Beach, however, the threat to the German position was real and substantial. The German 352d Division was now under pressure from the British 50th Division driving in from the east. The Americans did not fight alone on D-Day. NEPTUNE's trident had three prongs: the U.S., British, and Canadian Armies. While Bradley's First Army staged its invasion at Utah and Omaha Beaches, Lt. Gen. Miles Dempsey's British Second Army was simultaneously landing one Canadian and two British infantry divisions, and three separate armored brigades at Gold, Juno, and Sword beaches to the east, meanwhile screening its own left flank with a parachute drop of the British 6th Airborne Division along the Orne River. Second Army was able to break out of its beachheads quickly — Gold, Juno, and Sword offered few natural obstacles and were defended by second-rate troops — and thus disrupt German attempts to concentrate against Omaha Beach. Moreover, the tank-heavy British forces were positioned to parry any thrust from the lone German Panzer division that might have threatened the landing grounds.

At the close of a very long day, Allied forces stood victorious on French soil. To be sure, the victory was not complete. When D-Day ended, none of the Allied divisions had managed to reach all of its assigned objectives, and at Omaha the troops had managed to penetrate only two miles inland. And victory had not come cheap. The 1st Infantry Division had taken 3,000 casualties storming Festung Europa. However, the liberation of occupied Europe from Nazi tyranny, so long anticipated and planned, had at last begun. ✠

Dr. Finnegan is a historian with INSCOM History Office, Fort Belvoir, Va.

Retirees'/Family Members' Health Care Entitlements

By Harry Noyes

“Now, Sergeant Jones, having reenlisted for four more years in the U.S. Army, repeat after me the following acknowledgment:

I ... state your name ... hereby acknowledge that neither I nor my family members have ever been promised free, lifelong health care in U.S. military medical treatment facilities.”

That's not part of the reenlistment ceremony and never will be, but some military health care managers might wish it were.

Too many soldiers and retirees honestly believe the Army has promised them lifelong care in its own hospitals, at no cost.

When the Army cannot provide care due to limited resources, they feel angry and betrayed. Local Army hospital officials, who cannot prevent the bad news but must deliver it, take the heat.

The truth is, the government never promised to give retirees and family members unlimited free care in military hospitals.

What it promised is (1) they will be eligible for such care, when enough of it is available; and (2) CHAMPUS (Civilian Health and Medical Program for the Uniformed Services) will help them pay for civilian care when military care is not available.

Retirees and families get “space-available” care in military facilities, but equipment, supplies and

staff are as important as beds or clinic space. If one element is missing, a facility can not provide satisfactory care and may have to turn patients away.

Officials say patients should be grateful that Army hospitals refuse to accept too many cases. Taking too many patients would compromise quality of care and endanger patients' health.

Active duty people have first priority for military health care — by law. Keeping troops “fit to fight” is

the Army Medical Department's main mission, the basis of its funding and staffing.

Preparing for war creates more medical capacity than troops need in peacetime: the “surplus” is used for family/retiree care. But that surplus is not always distributed to meet every need. When there is a crunch, active duty soldiers get priority.

A crunch comes every summer. Physicians usually leave the Army in early summer (anniversary of medical school graduation). New ones join, but it is months before they complete training and report for duty. This results in several


months of severe shortages.

Special conditions (e.g., high civilian pay) sometimes create prolonged shortages in certain specialties.

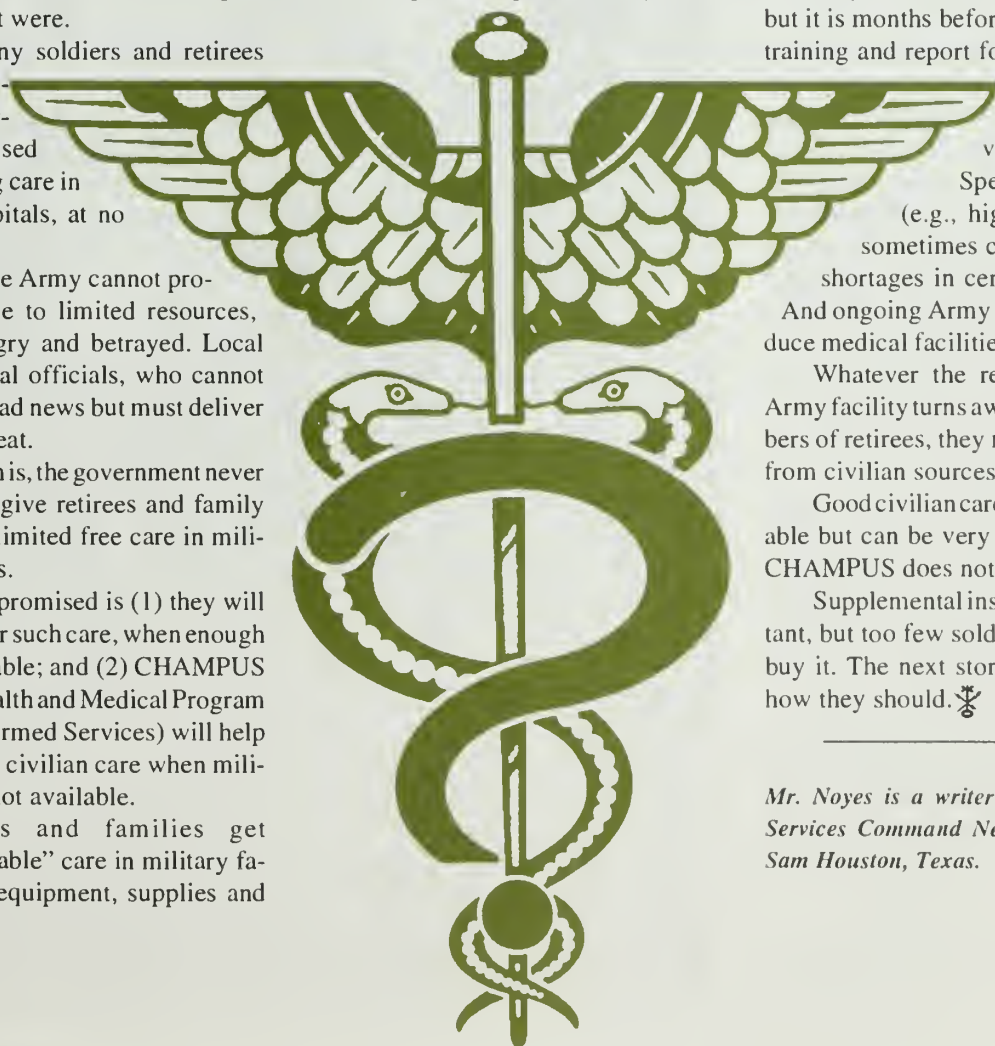
And ongoing Army strength cuts reduce medical facilities' capacity, too.

Whatever the reason, when an Army facility turns away family members of retirees, they must obtain care from civilian sources.

Good civilian care is usually available but can be very expensive. And CHAMPUS does not cover all costs.

Supplemental insurance is important, but too few soldiers and retirees buy it. The next story tells why and how they should. 

Mr. Noyes is a writer with the Health Services Command News Service, Fort Sam Houston, Texas.



CHAMPUS Supplemental Insurance

By Harry Noyes

All military retirees and soldiers with families should consider buying insurance to supplement their benefits under CHAMPUS (Civilian Health and Medical Program for the Uniformed Services), say Army leaders.

Many Army medical officials privately agree with Marine Corps leaders, who published a circular stating that any Marine without CHAMPUS supplemental insurance is failing his duty to his family.

CHAMPUS care is not free. Patients pay a share of each bill (co-payment), plus an annual deductible for outpatient care.

That's all the patient pays if the care provider is "CHAMPUS-participating" or agrees to "accept CHAMPUS assignment." Such providers accept CHAMPUS-allowable charges (the amounts CHAMPUS considers proper for a service) as full payment. They receive direct payments from CHAMPUS, plus the co-payments from patients.

However, nonparticipating providers can charge whatever they want. Patients are responsible for paying any bills in excess of CHAMPUS-allowable charges, if the providers require full payment.

But it pays to ask. Many providers, while billing full standard fees for accounting purposes, let CHAMPUS patients settle bills for less than the full amount. Many patients thus end up paying only their co-payments, though billed for much more.

Still, some providers do require full payment, so patients should settle all payment questions in advance. It is



usually wise to seek providers who will accept CHAMPUS assignment.

Even without disallowed charges, CHAMPUS costs can add up.

For civilian outpatient care, patients pay a deductible. Per fiscal year, families of soldiers in pay grade E-4 or below pay \$50 per person (not to exceed \$100 per family), while families

of sergeants and above pay deductibles of \$150 per person (not to exceed \$300 per family).

As for outpatient co-payments, active-duty families pay 20 percent and retirees, 25 percent of CHAMPUS-allowable charges. For inpatient care (hospitalization of 24 hours or more), the rules are more complex.

By law, all Medicare hospitals, i.e., virtually all U.S. hospitals, must accept CHAMPUS assignment. Thus patients never have to pay any disallowed costs for actual hospital charges. Also, there is no deductible. They are charged only a co-payment.

The co-payment is \$9.30 a day (with a \$25 minimum for each hospitalization), if the sponsor is on active duty. Retirees pay 25 percent of hospital charges, or \$271 a day, whichever is less.

However, many costs incurred during hospital stays are not hospital charges. Services by non-hospital providers (surgeons, laboratories, etc.) cost retirees and their families extra—25 percent of CHAMPUS allowable charges. Active-duty families pay no co-payment for these services, however.

Moreover, such outside providers can refuse to accept CHAMPUS assignment. Retiree and active-duty families alike must pay any disallowed charges these providers demand.

A retiree who spends 20 days in a civilian hospital and gets \$10,000 worth of CHAMPUS-covered hospital services must pay \$2,500 out of

pocket (25 percent of billed charges, since that is less than \$271 a day). And that's just hospital charges!

Say surgeon, lab tests, etc., come to \$5,000 and CHAMPUS allows only \$3,300. The patient pays \$825 in co-payments, plus (if providers require) \$1,700 in disallowed charges, or \$2,525. With hospital charges, total out-of-pocket costs come to \$5,025. (The law does limit an active-duty family's share of CHAMPUS bills to \$1,000 of allowable charges each fiscal year, but for retirees, the "cap" is a staggering \$10,000 per fiscal year!)

Also to be considered are costs of procedures not covered by CHAMPUS at all, such as routine physical exams, chiropractors and abortions (except to save the life of the mother). Good supplemental insurance policies pick up most or all of these costs, but policies vary widely, so comparison shop.

For example, some policies pay only the patient's co-payment. What if you are a retiree who is billed for \$10,000 and CHAMPUS allows only \$4,000? Such insurance would pay only \$1,000 for your co-payment. You would have to pay the other disallowed \$6,000 yourself.

So look for insurance that covers the difference between your bill and CHAMPUS allowable charges (not just the co-payment).

Check several companies. Read the policies, including fine print, and ask questions. If you don't understand it, don't buy.

Ask to take the policy to your military hospital's health benefits advisor. HBAs can help answer your questions. They also have lists of firms selling supplemental insurance. Most military associations offer low-cost policies.

It's wise to buy at least a year or two before retirement. Most policies won't cover ailments that exist before you buy the insurance until a certain period elapses (usually six to 24 months). If you buy ahead, that period will end before you retire.

Also, most firms sell policies to active-duty people without physical exams. After retirement, some require physicals. Many retiring soldiers and family members cannot pass such physicals.

Even if retirement is not imminent, consider coverage for your family. Consider your current CHAMPUS costs, the price of insurance, the annual \$1,000 cap, your family's health, access to military care, and how much you can afford to pay.

The real shock comes when a retiree reaches age 65 and loses CHAMPUS benefits. Retirees then become Medicare beneficiaries and out-of-pocket expenses can increase dramatically. So, make sure your policy will convert to a Medicare supplemental policy at age 65. ♣

Mr. Noyes is a writer with the Health Services Command News Service, Fort Sam Houston, Texas.



**Father's
Day
June 19**

Nutrition Facts Standardized on Packaged Food Items

By Rudi Williams

A law that went into effect last month has most packaged foods wearing new nutrition labels. The labels are geared toward helping consumers follow dietary guidelines emphasizing the importance of a well-balanced diet.

"For the first time, claims about certain relationships between a nutrient or food and the risk of a disease or a health-related condition will be regulated," said Army and Air Force Exchange Service dietitian, Army Lt. Col. Karen Hobson.

"In the past, nutrition information on food products was voluntary," Hobson continued. "Manufacturers labeled whatever and however they wanted, confusing the customer." In the future, she added, nutritional claims such as "free, low, lean, reduced, light, fresh and healthy" will be strictly controlled.

Developed by the Departments of Agriculture, and Health and Human Services, the labels, called "Nutrition Facts," must, by law, list information about the nutrients in a serving of food at the time of its purchase. Nutrient content after consumers have prepared the food isn't considered.

Among other things, the guidelines advise consumers to eat a variety of foods; maintain healthy weight; choose a diet low in total fat, saturated fat and cholesterol; and use sugars, salt, sodium and alcoholic beverages in moderation.

For the first time, if a meat or poultry processor describes an individual food as "low in fat," the food must meet the specific Department of Agriculture definition per serving: three grams or less of fat. If an individual food is described as "low in calories," it can't contain more than 40 calories.

Also, meat and poultry products can use the terms "lean" or "extra lean" if they meet specific definitions.

Lean refers to a serving with less than 10 grams of fat, less than four grams of saturated fat and less than 95 milligrams of cholesterol per 100 grams.

Extra lean means less than five grams of fat, less than two grams of saturated fat and less than 95 milligrams of cholesterol per 100 grams.

If a processor describes an individual food as "low in fat," the food must meet the specific Food Safety and Inspection Service's definition: three grams or less of fat per reference amount customarily consumed.

The nutrient content of some products, like bacon, may change greatly during preparation, an agriculture spokesman explained. A label also may list the information "as consumed," provided it clearly states preparation and cooking instructions. "As consumed" means the nutritional information is based on the product after it is cooked using common methods, such as oven roasting, with no added ingredients. This includes most grilled meats.

Officials said the new labels are only as beneficial as the ability of consumers to understand and use them. Therefore, the federal government is coordinating a public and private sector education program for the American public.

For more information about nutrition labeling, contact:

Jim Greene
FSIS/USDA
Room 1161 South Building
Washington, DC 20250
(202) 720-0314

Consumer inquiries:
USDA Toll-Free Meat and Poultry
Hotline at (800) 535-4555;
in the Washington, D.C. area,
(202) 720-3333

For educational programs:
Sharin Sachs or Barbara O'Brien
FSIS Office of
Consumer Education
USDA
Room 1165 — South Building
Washington, DC 20250
(202) 690-0351

Mr. Williams is a writer with American Forces Information Service.

Nutrition Facts

Chili and Beans

Serving Size 1 cup (253g)
Servings Per Container 4

AMOUNT PER SERVING

Calories 260 **Calories from Fat** 70

% Daily Value*

Total Fat 8g	13%
Saturated Fat 3g	17%
Cholesterol 130g	44%
Sodium 1,010mg	42%
Total Carbohydrate 22g	7%
Dietary Fiber 9g	36%
Sugars 4g	
Protein 25g	

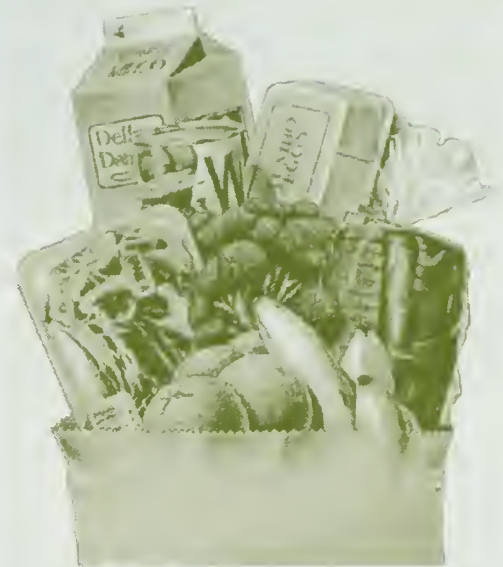
Vitamin A 35% **Vitamin C** 2%

Calcium 6% **Iron** 30%

* Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs:

CALORIES:	2,000	2,500
Total Fat	<65g	80g
Saturated Fat	<20g	25g
Cholesterol	<300mg	300g
Sodium	<2,400mg	2,400mg
Total Carbohydrate	300g	75g
Dietary Fiber	25g	30g

Calories per gram:
Fat 9 — Carbohydrate 4 — Protein 4



New Nutritional Labels

Under the new nutritional label system, serving sizes are now more consistent across product lines and are stated in both household and metric measures. The labels also reflect the amounts people actually eat.

The list of nutrients covers those most important to the health of today's consumers, most of whom need to worry about getting too much of certain items (fat, for example) rather than too few vitamins or minerals, as in the past.

The label will now show the number of calories per gram of fat, carbohydrates and protein.

Calories from fat are now shown on the label to help consumers meet dietary guidelines that recommend people get no more than 30 percent of their calories from fat.

"Percent Daily Value" shows how a food fits into the overall daily diet.

Daily values are also something new. Some are maximums, as with fat (65 grams or less); others are minimums, as with carbohydrates (300 grams or more). The daily values on the label are based on a daily diet of 2,000 and 2,500 calories. Individuals should adjust the values to fit their own calorie intakes.

This label is only a sample. Exact specifications are in the final rules. Source: Food and Drug Administration, 1992.

— American Forces Information Service



News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

USASMA Seeks Roots of NCO Creed

The words have changed ever so slightly over the years. It is often printed in various formats and designs. But the meaning and intent of its words swells the heart of every noncommissioned officer.

Soldiers throughout the Army have the NCO Creed framed and hanging on the walls of their offices, barracks rooms and day rooms. The truly dedicated have committed it to memory.

However, not until recently has anyone paid attention to the creed's birth.

Soldiers and leaders have been calling the U.S. Army Sergeants Major Academy, asking for the author and when it was written. The academy's historian, Dr. Robert Bouilly, in turn, began his own research into the matter, but to no avail. Even the Center for Military History lacks clues.

The call for help is now out among the active and retired Army NCO community to help USASMA find the origin of these words, which fuel the fire in NCOs' souls.

Anyone who can provide information on when and where they first saw or read this creed should call or write to Bouilly. Send your comments and information to:

Commandant, USASMA

ATTN: ATSS-CMH (Dr. Bouilly)

11291 Sgt. E. Churchill Street

Fort Bliss, Texas 79918-8002

or call (915) 568-8815 or DSN 978-8815.

(USASMA)

Physical Fitness Publications Update

The following fitness publications are now obsolete:

- DA PAM 350-15, Oct 1982, Commander's Handbook on Physical Fitness

- DA PAM 350-18, May 1983, The Individual's Handbook on Physical Fitness

- AR 350-15, The Army Physical Fitness Program

AR 350-41, *Training in Units*, Chapter 9, titled "Physical Fitness" prescribes policies and procedures for the Army physical fitness program.

Information on the current Army Physical Fitness Program has been incorporated in the revised FM 21-20, *Physical Fitness Training*, dated September 1992.

(The NCO Journal, Spring 94)

Army Offers 800 Lodging Line

With one toll-free call from anywhere in the United States, as well as from Germany, Korea and Italy, travelers can make room reservations at almost any Army installation in the world. The new **800-GO-ARMY-1** service connects callers to a central reservation center, which can book rooms and provide information to the traveler.

The service is available to all those interested in staying in Army lodging, including —

- Army personnel and their families changing station from one installation to another;

- Other servicemembers and their families, traveling for recreation or personal business;

- Civilian and military personnel from all services, on temporary duty; and

- Retirees and their families.

Travelers can book rooms in visiting officers' and enlisted quarters, distinguished visitors' quarters and guest houses.

The central reservation center can also provide callers —

- Room rates;

- Directions;

- Information on other services available to guests, such as cribs, minibars, refrigerators, microwaves and room service;

- Credit cards accepted by the lodging operation; and

- Availability of nonsmoking rooms.

The next time you travel, call (800) **GO-ARMY-1**, where one call does it all for your lodging needs.

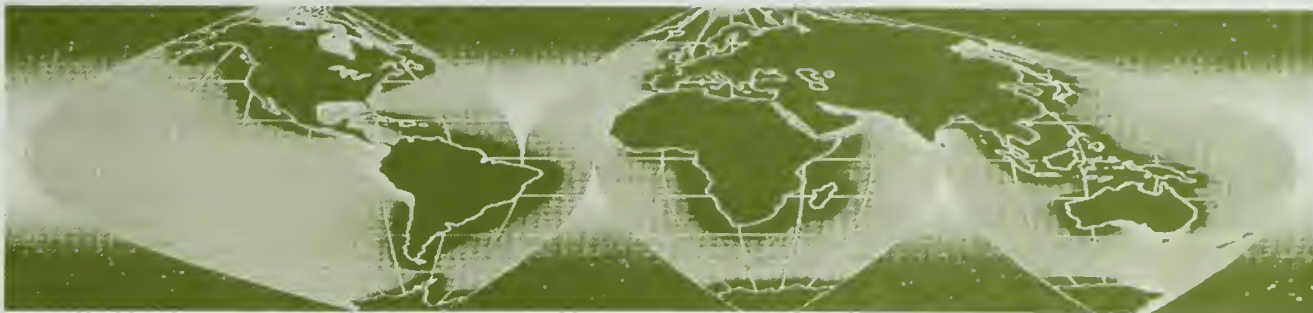
(Army News Service)

Family Housing Rules Relaxed

Most soldiers with families may choose to forego family housing and live off post under a new Army family housing policy.

Previously, if a post had vacant housing and no waiting list, married soldiers were mandatorily assigned to family quarters.

The decision by the Department of the Army this month will open family housing to married junior grade soldiers. Poor quality and unneeded



quarters may be removed or converted to other uses.

"This is very positive for junior grade soldiers with families," said Harry Pfeiffer of Training and Doctrine Command's housing division. "They can least afford the cost of living off post.

"At the same time, those soldiers who can buy homes can take advantage of low interest rates."

The policy is also meant to take the strain off the family housing maintenance budget, which has been drastically slashed in continuing cutbacks. Excess housing will not have to be kept up.

"Commanders at TRADOC installations will not have to invoke Family Housing Policy, the mandatory housing requirements for their soldiers to occupy vacant housing," Pfeiffer said.

Key personnel will still be required to reside on post, however.

The changes will be included in the next revision of Army Regulation 210-50, *Housing Management*.

(TRADOC)

Civilian Clothing Authorized for Air Force Flights

Servicemembers flying on Air Force military or contracted aircraft may now wear civilian clothes during flights regardless of duty status or destination in a change that became effective March 24.

Commanders may still require a uniform, and servicemembers must

comply with travel orders that state they must fly in uniform; otherwise, they can fly in any appropriate attire.

Servicemembers flying between military bases may travel in battle dress or similar service uniform. However, members on flights leaving from or arriving at civilian terminals must wear the travel uniform authorized by their service regulations if they travel in uniform.

Some restrictions may still apply for servicemembers flying overseas to specified locations. Check the DoD Foreign Clearance Guide for uniform or civilian clothing requirements at your destination.

(American Forces Information Service)

Day in the Life of the Army

Soldiers Magazine needs your photos of what's happening in the Army on June 14, 1994.

The magazine asks amateur and professional, civilian and military photographers to help detail a special December issue entitled "This is Our Army." Since all Army people aren't on Army installations, photographers from other services can help, too.

The editors want photos that tell a story and capture the faces of soldiers, families and Army civilians. Submit color slides or black and white prints with full credit lines and information on what's going on in the photo.

Photographers with questions can call DSN 656-4504 or (703) 806-4504.

(American Forces Information Service)

The 66th MI Brigade Celebrates 50-Year Anniversary

The 66th Military Intelligence Brigade will celebrate 50 years since its activation in 1944. Starting in June, various activities will be held throughout the month of August in commemoration of the brigade's June 21 anniversary. A 66th MI Brigade museum is scheduled to open on June 23.

(Staff Sgt. Antoinette McPhearson)

Health Benefits Waiver for Buyouts

Federal employees needn't worry about retiring with a buyout because they don't meet the five-year enrollment requirement of the federal health benefits program. The Office of Personnel Management is waiving that rule.

Under the new policy, employees who retire with buyouts can continue their health insurance into retirement even if they haven't been enrolled for the full five years.

The policy covers employees considering buyouts under the Federal Workforce Restructuring Act of 1994 and similar buyouts offered under other legislation such as the incentive program offered by DoD beginning March 30, 1994.

(American Forces Information Service)



CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



*"Sir, do ya hafta draw fire
while yer inspirin' us?"*

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, JUNE 1944

3 (UK) Loading of cross-Channel assault forces is completed.

4 (UK) At Supreme Headquarters, Allied Expeditionary Force, Gen. Dwight D. Eisenhower postpones D-Day for 24 hours to 6 June because of unfavorable weather forecasts.

6 (FR) Allied forces invade France, landing on the coast of Normandy. Although Operation OVERLORD is under overall command of Eisenhower, his principal subordinates were British. Gen. Bernard L. Montgomery heads all land forces, Air Marshal Sir Trafford

Leigh-Mallory the air forces, and Adm. Sir Bertram H. Ramsay the naval forces. Powerful air and naval bombardment precedes and follows the landings. Strategic aircraft join with tactical in pounding the assault zone. Surprise as to time and place of the invasion is achieved, and casualties are extremely light on all beaches except Omaha. Naval opposition is absent, and air reaction is feeble. Seaborne assault — H-Hour being 6:30 a.m. for Americans and a little later for British — is preceded four to five hours by the largest airborne operation yet attempted. Three divisions are dropped to facilitate inland

movement of seaborne assault forces. Drops are scattered, but paratroopers largely accomplish their mission of securing beach exits, advancing in small groups across hedgerow country.

Event Locations:

(UK) United Kingdom
(FR) France

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

June 1994

*National Ice Tea Month
National Rose Month*

- 1 Chief of Staff of the Army's Maintenance Excellence Awards, Pentagon
- 12-18 National Flag Week
- 12-17 1994 INSCOM Personnel Conference, Alexandria, Va.
- 14 501st MI Brigade Change of Command, Korea
- 14 Army's 219th Birthday
- 14 Flag Day
- 19 Father's Day
- 20 902nd MI Group Change of Command Fort George G. Meade, Md.
- 20 Foreign Counterintelligence Activity Change of Command, Fort George G. Meade, Md.
- 21 704th MI Brigade Change of Command Fort George G. Meade, Md.
- 21 Summer begins (Longest day of daylight)
- 24 Intelligence and Threat Analysis Center Change of Command, Washington Navy Yard, D.C.

July 1994

*National Ice Cream Month
National Recreation and Parks Month*

- 1 500th MI Brigade Change of Command, Camp Zama, Japan
- 4 Independence Day (Federal Holiday)
- 7 513th MI Brigade Change of Command, Fort Gordon, Ga.
- 8 Foreign Science Technology Center Change of Command, Charlottesville, Va.
- 13-17 Transportation Corps Regimental Week
- 17 National Ice Cream Day
- 18 Commanding General's Town Hall Meeting, Fort Belvoir, Va.
- 28 66th MI Brigade Change of Command, Augsburg, Germany

—1994—

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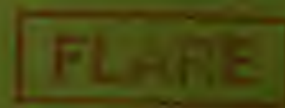
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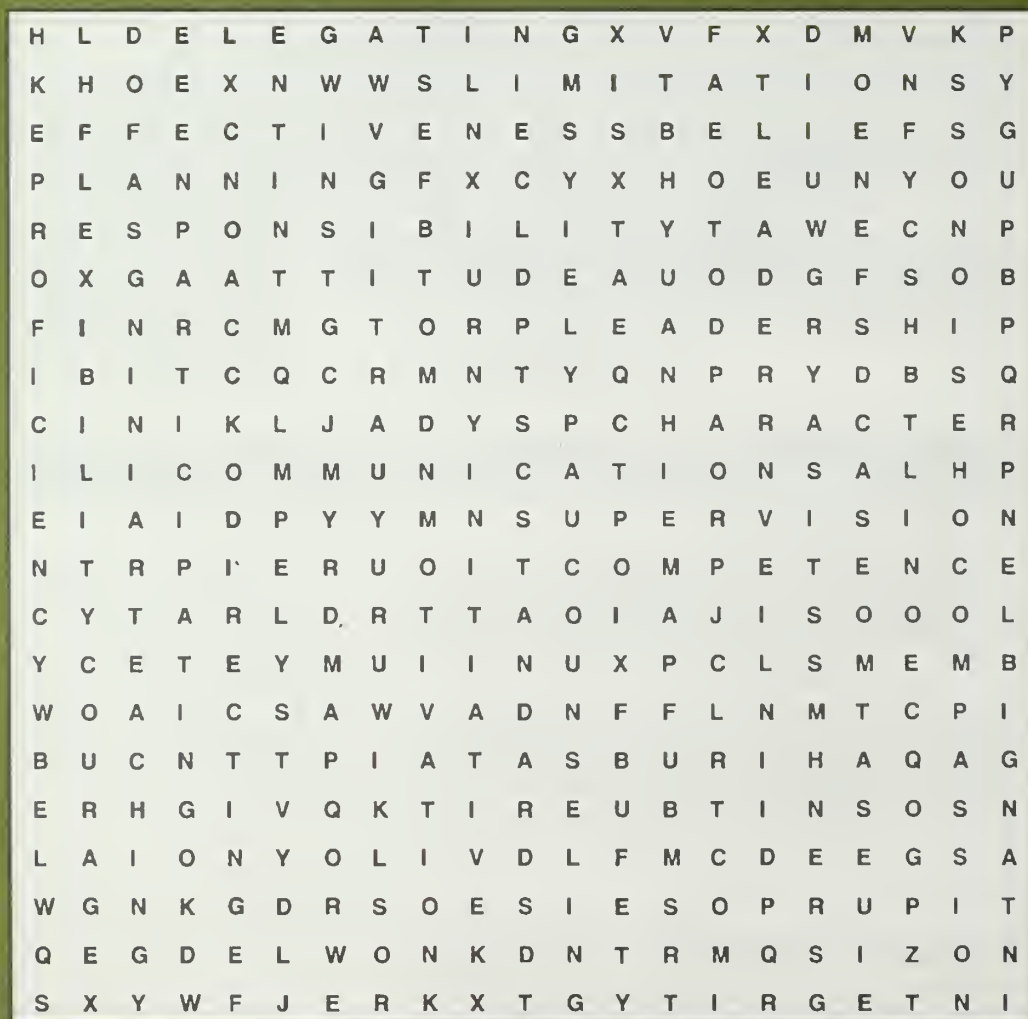
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COMMANDER
USA INSCOM
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Leadership

By Maj. Donna L. Walthall, INSCOM PAO



ATTITUDE
BELIEFS
CANDOR
CHARACTER
COHESION
COMMITMENT
COMMUNICATIONS
COMPASSION
COMPETENCE
COUNSELING
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INTANGIBLE
INTEGRITY
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LOYALTY
MOTIVATION
NORMS
PARTICIPATING
PLANNING
PROFICIENCY
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SITUATION
STANDARDS
SUPERVISION
TEACHING
TRAINING
VALUES

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The solution is on page 6.*